



THE UNIVERSITY of EDINBURGH

CENTRAL MANAGEMENT GROUP Raeburn Room, Old College 1 September 2015, 10 am

AGENDA

- 1 **Minute** A
To approve the minutes of the previous meeting held on 16 June 2015
- 2 **Matters Arising** Verbal
To raise any matters arising.
- 3 **Principal's Communications** Verbal
To receive an update by the Principal.

SUBSTANTIVE ITEMS

- 4 **NSS results** B
To consider an update by Senior Vice-Principal.
- 5 **Counter Terrorism and Security Act / Prevent Duty** C
To consider an update by Deputy Secretary Student Experience.
- 6 **Delegated Authorisation Schedule** D
To consider and comment on proposal by Chief Internal Auditor.
- 7 **Revised Scope of SRS Committee** E
To consider and approve a paper by Senior Vice-Principal.
- 8 **Shared Parental Leave Policy** F
To consider and approve proposal by Vice Principal People and Culture.
- 9 **Ethical Fundraising Advisory Group Case** G
To consider and approve an application.
- 10 **Proposed Responsible Investment Policy on Armaments** H
To consider and comment on proposal by Senior Vice-Principal.
- 11 **Corporate Social Responsibility Proposal: The Big Leap 2016** I
To consider and approve the proposal by Development and Alumni.
- 12 **Research Management Project Board** J
To consider and comment on an update 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

13 Planning Timetable **K**
To consider and note a paper by Deputy Secretary, Strategic Planning.

14 Outcome Agreement – Draft Self-Evaluation of 2014-15 Agreement **L**
To consider a paper by Deputy Secretary, Strategic Planning.

ROUTINE ITEMS

15 Finance Director's Report **M**
To consider and comment on updates by Director of Finance.

16 Value for Money Report **N**
To consider the report by the Director of Finance.

17 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.)

18 NPRAS Rates for 2016-17 **O**
To approve

19 Proposals for Chair Establishment and Changes **P**
• College of Science and Engineering
To approve.

20 Tier 2 Migrant Visa and Health Surcharge Support Mechanism **Q**
To note.

21 Principal's Strategy Group **R**
To note.

22 Date of next meeting
Tuesday, 6 October 2016 at 10.00 am in Raeburn Room, Old College



CENTRAL MANAGEMENT GROUP

16 June 2015

Minute

Present: Senior Vice-Principal Professor C Jeffery
Vice-Principal Professor C Breward
Vice-Principal Professor D Miell
Vice-Principal Professor R Kenway
Vice-Principal Professor S Welburn
Vice-Principal Professor J Norman
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
Ms Z Lewandowski, Director of HR

In attendance: Dr B Nelson, on behalf of Vice-Principal Professor Yellowlees
Dr C Elliot, on behalf of Vice-Principal Professor Sir John Savill
Ms L Chalmers, Director of Legal Services
Dr I Conn, Director of Communications and Marketing
Mr G Douglas, Deputy Secretary, Student Experience
Mr D Kyles, Chief Internal Auditor
Ms K Graham, Deputy Head of Court Services

Apologies: The Principal
University Secretary, Ms S Smith
Vice-Principal Professor J Seckl
Vice-Principal Professor J Smith
Vice-Principal Professor Yellowlees
Vice-Principal Professor Sir John Savill
Vice-Principal Professor M Bownes
Vice-Principal Professor J Iredale
Vice-Principal Professor S Rigby
Vice-Principal Professor A Morris
Vice-Principal Professor J Haywood
Mr B MacGregor, Director of User Services Division
Professor C Clarke, Head of School of Health in Social Science
Mr D Gorman, Director of Social Responsibility and Sustainability

1 Minute

Paper A

The Minute of the meeting held on 19 May 2015 was approved.

2 Principal's Communications

Senior Vice-Principal Professor C Jeffery, on behalf of the Principal, reported on the following: the ongoing challenging financial climate with the potential to impact on future business plans; challenges in aligning expectations of governance with SRUC; the implementation of the agreed investment strategy following the findings of the Fossil Fuels Review Group and the intention to bring forward proposals for a process to consider investment strategy in relation to armaments; a recent visit by senior staff to East Asia and a proposed Edinburgh Centre for Carbon Innovation office in Hong Kong, subject to Court approval; the Institute for Academic Development moving from the College of Humanities and Social Science to the University Secretaries Group from 1 August in line with its cross College role and linkages with Human Resources, Student and Academic Services and Communications and Marketing

SUBSTANTIVE ITEMS

3 Alan Turing Institute

Verbal

Vice Principal Professor Kenway updated CMG on recent developments in the Alan Turing Institute (ATI) in relation to staffing, the business plan, strategic partnerships and University engagement.

Former city financier Mr Howard Covington had been appointed Chair of the ATI board. Mr Covington is also chairman of the management committee of the Isaac Newton Institute, a fellow of the Institute of Physics and a trustee of ClientEarth and the Science Museum Group. The ATI board is in the final stages of appointing a Director and EPSRC will shortly be holding its final project board meeting, with the expectation of handing over to the ATI board on 1 July.

The business plan is over a ten year period from 1 April 2015 and it is intended that there will be research activity to directly benefit the University's REF submission as well as indirect benefits through connectivity with University staff and research. Following discussion it was agreed that the ATI represented a significant opportunity in terms of reputation and REF impact but the University would need to engage to maximise return particularly in the area of Informatics.

The ATI will also be exploring European funding options and seeking strategic partnerships to generate additional funding, with opportunities for relationships with major multinational companies and the public sector. The need to be selective in pursuing partnerships and to manage communications carefully was noted and the Director of Communications and Marketing was asked to consider our approach around potential communications challenges.

4 SRUC

Verbal

Director of Corporate Services Mr H Edmiston updated CMG that over 50 University staff plus external advisors had been involved in the due diligence exercise and there was now clarification on most of the major risks, however further work on pension schemes would be required post alignment if it were to proceed.

In order to deliver the strategic alignment the University is likely to have to make a property investment of £80m and a further £15m in other capital expenditure projects with £46m in SRUC land and property sales expected to off-set part of the investment. It is expected that staff restructuring exercises will be required to deliver the business plan in order to achieve a 7% surplus 10 years post alignment.

The SRUC Board had recently written to the Principal setting out a number of concerns with the proposed governance structure and business plan and seeking a commitment to maintaining local Further Education provision.

CMG discussed the required investment's potential impact on the University's financial situation and capital plans and concern about SRUC requests for commitment to the shape and scope of future provision. CMG was satisfied that the due diligence process had provided all the necessary information and a steer was now expected from Court on how it wished to proceed on the basis of this information and the emerging issues.

5 Collaborative Provision Guidance

Paper B

It was noted that the University has a large number of collaborative degree programmes with other universities, but there was a lack of coherence in the recording and approvals of such collaborations. Over the past year, a Steering Group, including the Conveners of Senate Curriculum and Student Progression Committee and Senate Quality Assurance Committee had developed materials to strengthen the University's approach to managing collaborative provision and to address recommendations in the 2012 Internal Audit report into Academic Collaborations.

CMG welcomed the guidance and during discussion it was considered that a representative from a College be included in the Steering Group membership and that further thought be given to guidance on the types of collaboration that the University will and will not consider entering into.

Subject the comments above, CMG approved the proposals as set out in the papers.

It was further noted that whilst the intention was to continue to manage collaborative provisions locally within existing resource, given the growing number and complexity, in the longer term consideration may need to be given to resourcing a central source of expertise, advice and oversight of collaborative provisions.

6 Complying with Consumer Law

Paper C

Following the introduction of £9k fees for RUK students, the Competition and Markets Authority (CMA) published advice for higher education providers on compliance with consumer law when dealing with students and advised that it would monitor the sector, carrying out a review, commencing in October 2015, to assess sector compliance with consumer protection law.

A working group convened by the Deputy Secretary (Student Experience) had revised the University's 'Terms and Conditions – Admissions' document and reviewed the information provided to students, to ensure the University met its obligations as a provider of education services under consumer law.

CMG noted this essential compliance work, commended the clarity of the documentation and approved the revised 'Terms and Conditions – Admissions' document as set out in the paper.

7 Search Engine for Fundraising

Paper D

CMG received a proposal from the Chief Information Officer that machines in the University's Open Access Labs default to a charity search engine as cost effective means of fundraising for a nominated charity. It was proposed to undertake a 12 month trial, with the Turing Trust as the nominated charity. The Chief Information Officer was asked to provide confirmation of the due diligence completed for the Turing Trust.

CMG discussed the importance of ensuring that the default search engine was not an unreasonable irritant to students and the need for due diligence in identifying charity beneficiaries and it was noted that SRS Committee would be the appropriate body to consider how to select future nominated charities.

CMG approved the 12 month trial of a charity search engine; that a review should take place before rolling out beyond the 12 month period including further consideration of the process for selecting a charity to benefit, through the SRS Committee.

8 Annual Review

Paper F

CMG noted a paper setting out progress against the Key Performance Indicator set out in the Strategic Plan for Annual Review and the objectives set by University Court.

CMG commended the increase in the completion rate for Annual Review from 71.9% in 2012/13 to 92.55% in 2013/14 and identified that the focus should now be on the quality of the process, which was more challenging to measure. There was discussion around using a staff survey or focus groups as a tool to capture more data on the effectiveness of the Annual Review process.

9 Financial Issues

• Finance Director's Report

Paper G

CMG noted the Management Accounts to April 2015 and the positive movement of key metrics. There was discussion of the accuracy of financial forecasting and the impact of this on business planning, particularly in an uncertain external financial climate, where further cuts to income from public sources were anticipated.

- Finance Strategy Update
- Ten Year Forecast
- Estates Funding Strategy

Paper H
Paper I
Paper J

CMG noted the papers and in particular the proposal to raise up to £300 million of long-term external debt to fund the estates strategy, subject to Court approval.

CMG noted that this would lead to loan servicing costs at a time of ongoing cuts to income from public sources and potential investment in SRUC; recognised the current low cost debt market and acknowledged the University's significant reserves. There was discussion of the assumptions underpinning the funding of the long term estates plan, with work planned over the summer to explore the assumptions in fuller detail. CMG noted the University needed to continue to invest to maintain and grow its competitive position and that it was prudent to seek to reduce reliance on public funding. It recognised that there were challenges in realising the potential of this significant estates investment, but that meeting these was essential in enabling transformative change and growth.

ROUTINE ITEMS

10 Internal Audit Status Report

Paper K

CMG noted the update of progress against the Internal Audit Annual Plan, audits completed and the status of overdue closure of audit issues. There was discussion of progress against student attendance monitoring in relation to Tier 4 compliance and the ongoing work across colleges and schools to ensure compliance.

CMG also noted the progress in closure of overdue audit issues.

ITEMS FOR FORMAL APPROVAL/NOTING

11 Strategic Plan 2016-2021 update

Paper L

The outline process for developing the next Strategic Plan, as set out in the paper, was noted.

12 Internal Audit Annual Plan

Paper M

The Internal Audit Annual Plan 2015/16, as set out in the paper, was noted.

13 Meeting Dates 2015/16 and 2016/17

Paper N

The dates were noted.

14 Date of next meeting

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



CENTRAL MANAGEMENT GROUP

1 September 2015

Student Experience, Teaching and Learning at the University of Edinburgh

Description of paper

1. This is a discussion paper. The first part of the paper sets out initial findings from this year's NSS. The second presents an analysis of wider challenges around student experience, teaching and learning at the University drawn from consultation over the last weeks with Heads of College, College Deans and senior professional services staff.

Action requested

2. Central Management Group is asked to consider and endorse the analysis and suggested direction of travel for learning and teaching set out in the paper.

Recommendation

3. It is recommended that Central Management Group endorse the analysis and suggested direction of travel for learning and teaching set out in the paper

Background and context

4. The results of the National Student Survey are of strategic importance to the University and the University has expended considerable effort and resources to improve the results in recent years. The 2015 results show positive improvements in all measures including the headline "overall satisfaction" rate. At the same time, with the Senior Vice Principal taking on the portfolio for learning and teaching from summer 2015, there has been an opportunity to consider how the University should now take forward its efforts to improve the student experience over the medium term.

Resource implications

5. None. The development of some suggestions in the paper may require additional resource however, and these will be costed and agreed with the relevant governance approvals in future papers.

Risk Management

6. None. This is a discussion paper only.

Equality & Diversity

7. There are no Equality and Diversity issues arising directly from this paper.

Next steps/implications

8. Further development of a detailed implementation plan with updates to Court and CMG later in the year.

Consultation

9. This paper has been discussed by Principal's Strategy Group.

Further information

10. Author and Presenter

Charlie Jeffery

Senior Vice Principal

24 August 2015

Freedom of Information

11. Open

Student Experience, Teaching and Learning at the University of Edinburgh

The first part of this paper sets out initial findings from this year's NSS. The second presents an analysis of wider challenges around student experience, teaching and learning at the University drawn from consultation over the last weeks with Heads of College, College Deans and senior professional services staff.

NSS Findings

Detailed University, School, Subject and Course-level data is now available on the NSS wiki. The Appendix to this paper sets out a number of key findings.

First (Table One in the Appendix), there is the very **good news of overall improvement** compared to 2014 on the key metrics of Overall Satisfaction (up 2% to 84%, though our performance is flat across the four year period 2012-15) and Assessment and Feedback (up 4% to 59%, showing steady improvement from 2012-15, but still at an unacceptably low level). The response rate also increased by a further 3% to 76% (again with steady improvement). None of the primary theme metrics saw a fall this year and all but one an improvement. These are important achievements and it is important that we communicate this to academic and professional staff.

Second, our **relative performance remains concerning** (Table Two). We lag significantly behind the upper quartile standards for both UUK and Russell Group institutions and are at best closing only slowly on those benchmarks and in some cases falling further back. We rank 84/123 on Overall Satisfaction and equal 123rd with Trinity Laban Conservatoire of Music and Dance on Assessment and Feedback. Clearly this is not good enough and we need to keep pressing to continue the improvements seen this year.

Third, our overall scores conceal **significant variation by School**, comparing 2015 with 2014 scores, relative to university-wide averages, as shown in Tables Three to Nine. There is a fairly consistent pattern of Schools that perform relatively well year-on-year (SBS, Divinity, BMS, Chemistry, Vets, Law). Maths (in particular), Health in Social Science and Geosciences have improved significantly across the board from 2014-15. A second group - the largest - consists of those Schools who have been making progress since 2012 but still have work to do to achieve and sustain consistently high levels of performance (HCA, Informatics, LLC, Economics, Education, Engineering, SPS and ECA, the latter bouncing down after a significant improvement last year). A third group consists of Schools which have seen significant falls or continuing low performance on some (Business, PPLS) or several (MVM and Physics) measures. These variations will need to be explored in depth in School-level meetings with view to addressing problems and identifying (and sharing) reasons for improvements.

Fourth, Table Ten explores the statistical relationships of scores on primary themes to one another and to Overall Satisfaction. Perhaps the most useful inferences can be drawn from

correlations with Overall Satisfaction, not least because this is the most widely used metric for comparison in the sector. Our highest performing measure, Learning Resources has the weakest correlation with Overall Satisfaction. Our **two weakest performing measures** – Assessment and Feedback and Academic Support – **are among the strongest correlations with Overall Satisfaction** (alongside a better performing measure, Teaching on my Course). A number of questions follow. While we have made progress on timeliness of feedback (but still score too low on that measure) in many cases the School-level data suggests student concerns over quality of feedback, which should be a focus of attention. And we need to review how well we provide academic support as the Personal Tutor system becomes more fully embedded. Further improvements on both measures needs to remain a top priority.

Wider Challenges

The NSS is a key part of an external context around student experience, teaching and learning which is increasingly challenging for the University. As noted above, NSS provides an indicator on which we score poorly in comparison not just to our standard peer group, but the sector as a whole. An obvious effect has been to limit our performance in UK league tables. There has been no apparent effect on recruitment, though a Teaching Excellence Framework which drew on NSS scores as a metric (as would very likely be the case) could ratchet up the level of risk to our healthy pattern of undergraduate recruitment. As discussion on TEF takes shape, we need all the more urgently to improve NSS performance substantially and address the set of wider problems to which NSS calls attention.

Internal Response

I am doubtful that we have always made effective internal responses – or, to be more precise, we may have done, but we are unable to specify with confidence whether and which changes we have made have produced the effects we want. We have introduced a problematic degree of complexity

- by decentralising our direct responses to NSS into discrete and largely uncoordinated School-level plans which have not been accompanied by a sufficiently clear university-wide strategy to raise the status of teaching and learning in what we do
- by fragmenting our wider response to improving student experience into a large number of discrete initiatives radiating out from Senate Committees and the Student Enhancement Programme; while each initiative no doubt has a considered rationale, it is not clear that they cohere into an overall strategy or a potent consolidated message.

In addition there appears to be a strong sense that both our approach to assessment and our regulations and QA processes are over-complicated and cumbersome. On regulations and QA this may be more perception than reality, and based in misunderstandings of School/College roles on the one hand and Senate Committee roles on the other. On

assessment this appears to be simply custom and practice which is hard to shift. Both add to a widely held feeling of ‘wading through treacle’ in L&T matters.

‘Parallel Worlds’

Amid these complexities it can be difficult to give due recognition to the many examples of high quality teaching and learning practice, pedagogical innovation and excellent student experience we have in particular schools or around particular individuals. It can be difficult too to give due recognition to the focus we have given in the last few years to L&T in promotion processes and in other initiatives designed to recognise and celebrate outstanding teaching. Often we cannot see the wood for the trees.

In these circumstances it has been very difficult to set out a ‘big picture’ and develop from it clearly stated university-wide priorities around which all the relevant structures in the University are mobilised in a joined-up way. A number of people have spoken of the ‘parallel worlds’ formed by College and School structures through which formal line management responsibilities flow, and Learning and Teaching structures linking Senate Committees with College and School L&T Deans/Directors, with L&T structures often lacking traction on line management structures.

That lack of traction points to a fundamental problem. We would not be able to say that our Research structures – Research Policy Group at their apex and the College and School Deans/Directors – lack traction on our line management structures. The commitment to research excellence is utterly self-evident across the whole of the University, to all line managers, and to all academic colleagues. The commitment to teaching excellence is not something which diffuses across the University to become utterly self-evident to all academic colleagues; it has become sub-contracted to L&T specialists who work in forums that are in part disconnected from the core of our institutional line management.

A further effect of this disconnection may be that we do not build the link between leading edge research and teaching as fully as we could or, indeed, as fully as we claim. Given that the Russell Group is looking to promote the benefits of (and metrics for) research-led teaching in TEF discussions this looks all the more a problem.

Restoring L&T as an unambiguous priority

None of this reflects any purposeful decision to give L&T lower priority than research. Much no doubt flows from the existence for research of meaningful macro metrics like REF that have clear significance for reputation and funding, along with well-understood subject-level metrics around levels of research funding and types of publication outlet which can inform individuals’ line management and career development. It is simply easier for individuals and for the University to know what excellence is in research than it is in L&T and we have drifted where the metrics have led us, inadvertently downgrading the institutional priority attached to L&T as a result.

We need to restore L&T as an unambiguous priority of the University, equivalent to that we attach to research. Though doing so will be a challenge of considerable complexity in detail, we need to paint a clear and straightforward big picture which gives meaning to that priority. I propose the following components:

1. A very clear message conveyed by the University's **leadership at all levels** from Principal down that L&T and the student experience is an unambiguous priority for the University of Edinburgh
2. Well-understood policies that **recognise and reward outstanding teaching** and student experience, but also **hold poor standards to account** in appropriate ways
3. Linked to this, identification, diffusion and **celebration of the best L&T practice** and of wider measures to enhance students' experience
4. **Simplification** of how we regulate and organise teaching and assess learning – no more 'wading through treacle'

Each of these components would need a range of implementing measures, many building on what is already in place, some new, including the following (which is not intended to be definitive):

- The unambiguous priority can be conveyed by visible meetings of Principal, SVP, Heads of College to steer work on L&T, supplemented by equivalent formations at College and School level which integrate line management and L&T leadership.
- We can learn better and more quickly from those Schools and/or curriculum innovations which produce a student experience of especially high quality. And we can build on current recognition and reward policies by developing more effective internal metrics – including individual-level metrics - on teaching quality and integrating these into Annual Review, by focusing on quality as well as timeliness of feedback, and by developing HR policies that hold poor teaching to account without undue consumption of the time and nervous energy of Heads of School.
- We can celebrate best practice through more creative and effective internal communications and more focused collaboration with EUSA in highlighting our many positives.
- And we can simplify by clarifying regulations, standardising where decentralised practices produce unnecessary inconvenience and confusion for staff and students, and stripping out unnecessary scrutiny and approval processes.

I am keen to keep these bigger themes in view as we digest the NSS results. I think, with the benefit of hindsight, that our responses to NSS hitherto have been too fragmented and have failed to convey a university-wide commitment to student experience and teaching excellence. I envisage the University-wide post-NSS meeting set for 31 August to be only in part about NSS results, and rather more about securing a collective expression of our commitment to give unambiguous priority to teaching. NSS specifics will of course be taken up in subsequent discussions with all Schools.

How?

All these themes can be developed through more detailed implementation planning which should begin forthwith, with strategy and progress to be refined, monitored and communicated through:

- A regular meeting of Principal, SVP, Heads of College and University Secretary to act visibly as a steering group, perhaps as a pre-meeting to PSG
- An enhanced team of Assistant Principals (on which I will be preparing proposals for the next meeting of Court) with a focus on core enhancement themes:
 - Student Support
 - Student Community
 - Assessment & Feedback
- A Learning and Teaching Policy Group, equivalent to Research Policy Group, chaired by SVP and including the enhanced team of Assistant Principals and College Deans. The LTPG will meet frequently to give clear leadership to across the university on L&T issues. It will ensure that the business of Senate Committees connects better with our line management structures and achieves the right balance between strategic change priorities and routine business.
- A programme of School-level visits led by SVP and including Head of College, College Deans of L&T, Head of School and School Directors of L&T, linked with clearly articulated plans for enhancement
- Additional Academic Strategy Group meetings dedicated to L&T bringing together SVP and APs, Deans, Heads of College and School, and where diary allows chaired by the Principal.
- Roadshows in the different locations of the University to communicate priorities more widely to academic and support staff

I would like to include EUSA sabbaticals from time to time in some of these formations, and to have regular engagement with them and EUSA forums. We will need to build confidence so that EUSA echoes our 'unambiguous priority' and helps communicate our positives to student audiences.

As well as ensuring concrete progress these formations might be seen as venues for a university-wide conversation about our values around teaching. This conversation could be shaped with view to producing some kind of formal statement/declaration in the new year designed to give unmissable profile and visibility to our unambiguous commitment to L&T in the direct run-up to 2016 NSS survey period.

Charlie Jeffery, August 2015



THE UNIVERSITY *of* EDINBURGH

The National Student Survey (NSS) 2015

Principal's Strategy Group Meeting

Student Surveys Unit
19th August 2015



University of Edinburgh - 2012 – 2015

Primary Theme (% Agree)	2012	2013	2014	2015	Change (%) 2012 - 2015
Overall Satisfaction	83%	82%	82%	84%	+1%
The teaching on my course	87%	85%	86%	87%	0
Assessment and feedback	52%	54%	55%	59%	+7%
Academic support	73%	72%	76%	77%	+4%
Organisation and management	80%	78%	77%	78%	-2%
Learning resources	83%	87%	89%	89%	+6%
Personal development	77%	76%	78%	79%	+2%
Response Rate	68%	69%	73%	76%	+8%

Table 1

University of Edinburgh vs Russell Group and UUK Upper Quartiles - 2012 – 2015

Primary Theme (% Agree)	2012			2015			Change (%) 2012 - 2015			Russell Group Rank			UUK Rank		
	UoE	vs UUK Upper Quartile	vs RG Upper Quartile	UoE	vs UUK Upper Quartile	vs RG Upper Quartile	UoE	vs UUK Upper Quartile	vs RG Upper Quartile	2012 Russell Group (out of 24)	2015 Russell Group (out of 24)	change in position	2012 UUK (out of 121)	2015 UUK (out of 123)	change in position
Overall Satisfaction	83%	-5%	-6%	84%	-5%	-6%	+1%	0%	0%	23	20	↑	87	84	↑
The teaching on my course	87%	-2%	-3%	87%	-3%	-3%	0%	-1%	0%	16	20	↓	53	68	↓
Assessment and feedback	52%	-20%	-18%	59%	-17%	-13%	+7%	+3%	+5%	24	24	-	121	122	↓
Academic support	73%	-9%	-9%	77%	-7%	-7%	+4%	+2%	+2%	24	21	↑	111	109	↑
Organisation and management	80%	-1%	-4%	78%	-5%	-6%	-2%	-4%	-2%	23	23	-	47	63	↓
Learning resources	83%	-3%	-5%	89%	0%	-2%	+6%	+3%	+3%	21	15	↑	56	25	↑
Personal development	77%	-6%	-6%	79%	-7%	-6%	+2%	-1%	0%	23	20	↑	111	117	↓
Response Rate	68%	-3%	-5%	76%	0%	0%	+8%	+3%	+5%	-	-	-	-	-	-

Table 2

- The table to the left of this page show the University level Agree % for each Primary Theme from 2012 to 2015, as well as each years corresponding response rate.
- The table below shows the University of Edinburgh's Primary Theme Agree % and response rate in relation to the UUK and RG upper quartiles in 2012 and 2015, as well as the change in these relationships over time.
- The table also shows the University of Edinburgh's ranking position compared to the Russell Group and UUK.

Overall Satisfaction Agree % - 2015 vs 2014

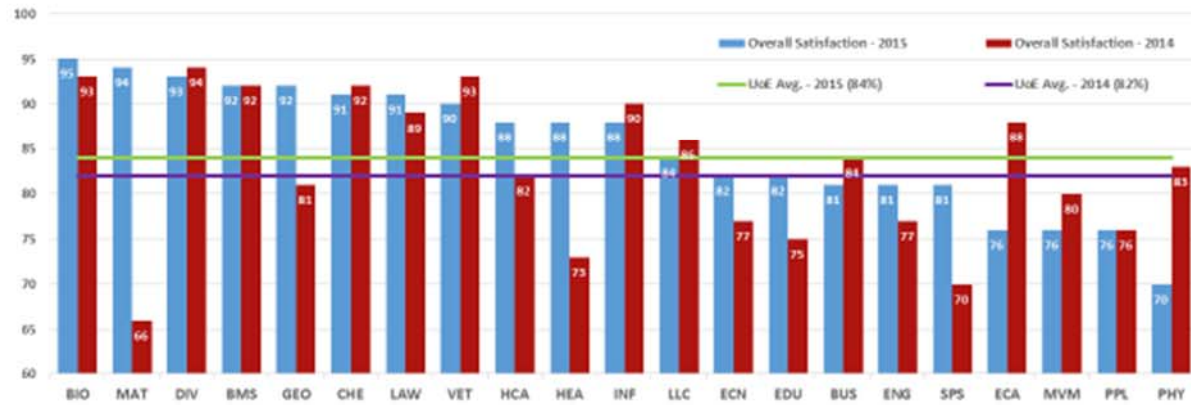


Table 3

- The bar charts to the left of this page show the Agree % by School as well as the University level average for **Overall Satisfaction** and **Assessment and Feedback** in 2014 and 2015.

Assessment and Feedback Agree % - 2015 vs 2014

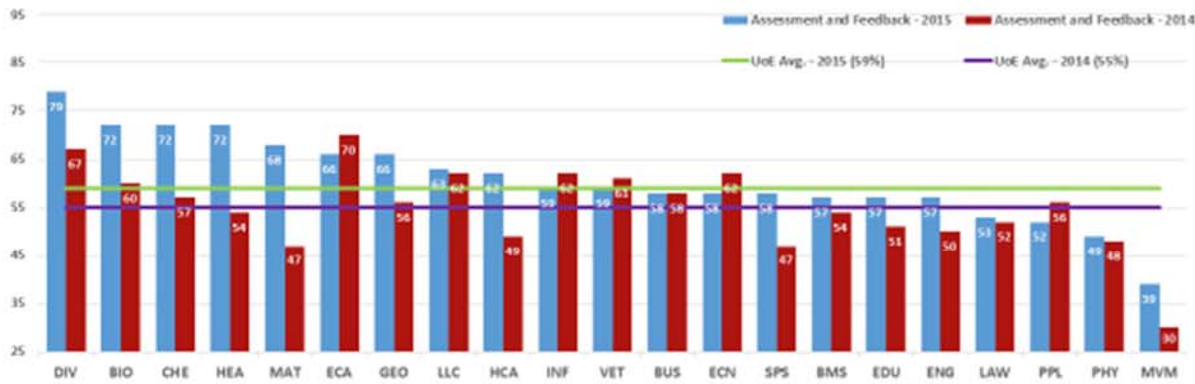
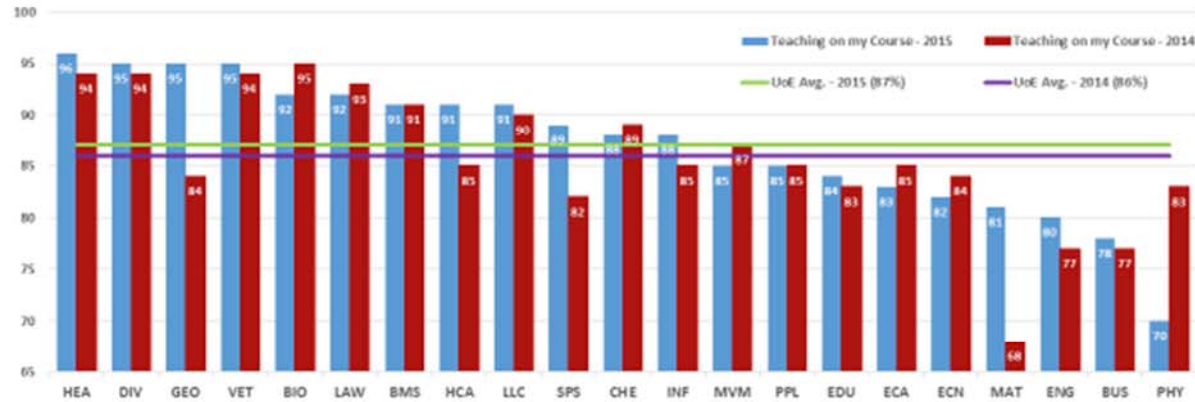


Table 4

Teaching on my Course Agree % - 2015 vs 2014



- The bar charts to the left of this page show the Agree % by School as well as the University level average for **Teaching on my Course** and **Academic Support** in 2014 and 2015.

Table 5

Academic Support Agree % - 2015 vs 2014

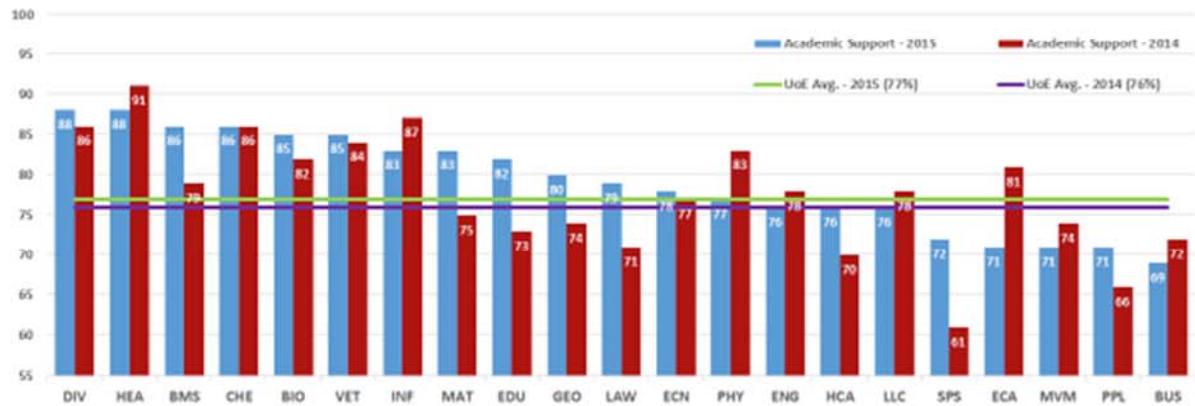
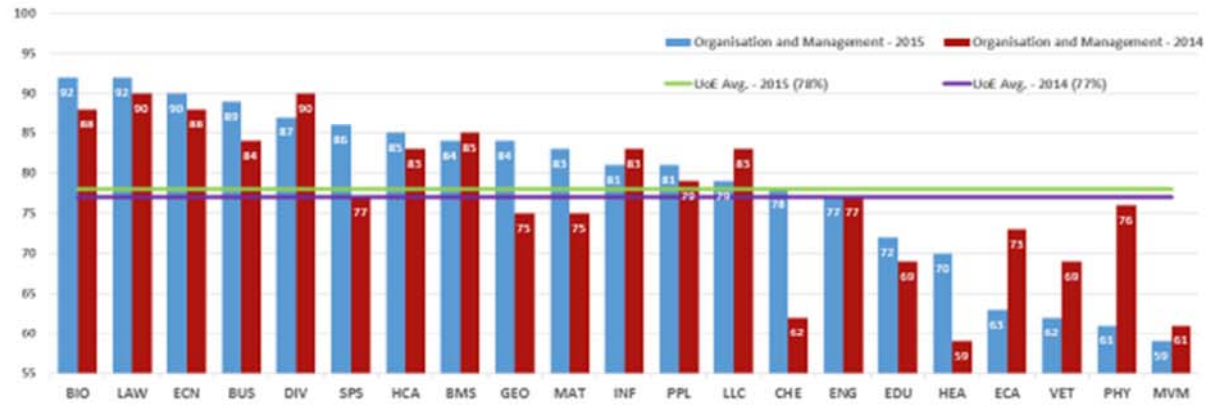


Table 6

Organisation and Management Agree % - 2015 vs 2014



- The bar charts to the left of this page show the Agree % by School as well at the University level average for **Organisation and Management** and **Learning Resources** in 2014 and 2015.

Table 7
Learning Resources Agree % - 2015 vs 2014

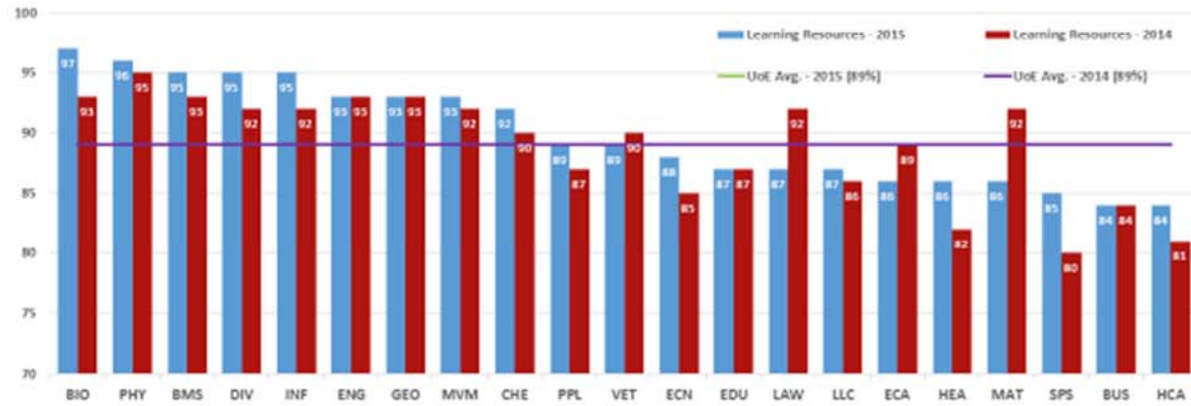
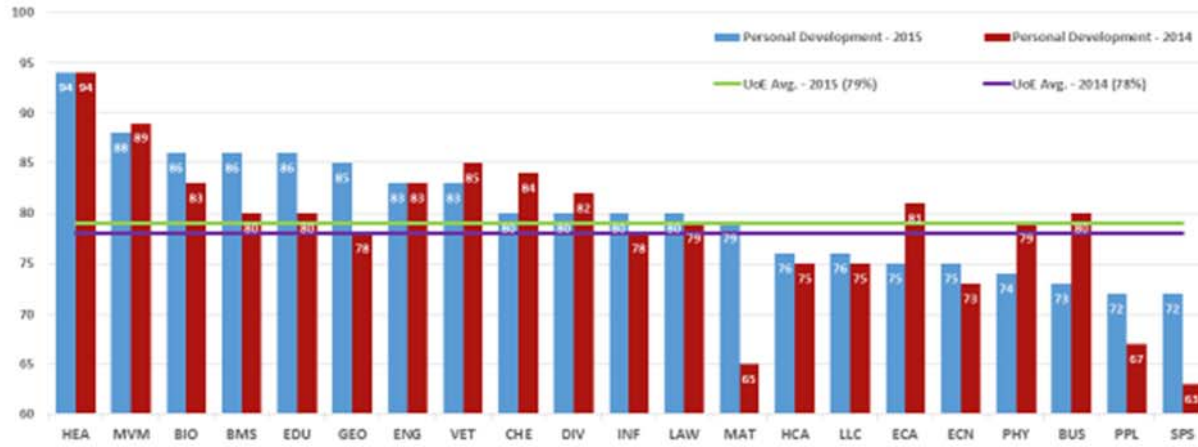


Table 8

Personal Development Agree % - 2015 vs 2014



- The bar charts to the left of this page show the Agree % by School as well at the University level average for Personal Development in 2014 and 2015.

Table 9

Question and Primary Theme – Correlation and relationship analysis

Primary Theme	The teaching on my Course	Assessment and Feedback	Academic Support	Organisation and Management	Learning Resources	Personal Development	Overall Satisfaction
The teaching on my course	1.00	0.47	0.52	0.25	0.01	0.47	0.70
1. Staff are good at explaining things.	0.94	0.50	0.63	0.38	0.07	0.44	0.80
2. Staff have made the subject interesting.	0.94	0.38	0.31	0.11	-0.10	0.41	0.51
3. Staff are enthusiastic about what they are teaching.	0.94	0.52	0.50	0.26	-0.10	0.45	0.71
4. The course is intellectually stimulating.	0.87	0.38	0.56	0.18	0.31	0.46	0.63
Assessment and feedback	0.47	1.00	0.60	0.34	0.01	0.15	0.65
5. The criteria used in marking have been clear in advance.	0.35	0.74	0.57	0.40	0.13	0.26	0.63
6. Assessment arrangements and marking have been fair.	0.24	0.63	0.50	0.53	0.16	-0.03	0.71
7. Feedback on my work has been prompt.	0.31	0.91	0.57	0.23	0.07	0.12	0.57
8. I have received detailed comments on my work.	0.48	0.88	0.36	0.24	-0.19	0.05	0.42
9. Feedback on my work has helped me clarify things I did not understand.	0.51	0.92	0.56	0.18	-0.01	0.26	0.52
Academic support	0.52	0.60	1.00	0.11	0.40	0.60	0.75
10. I have received sufficient advice and support with my studies.	0.57	0.70	0.94	0.05	0.33	0.65	0.74
11. I have been able to contact staff when I needed to.	0.35	0.30	0.79	0.17	0.45	0.28	0.61
12. Good advice was available when I needed to make study choices.	0.46	0.54	0.96	0.08	0.37	0.60	0.67
Organisation and management	0.25	0.34	0.11	1.00	-0.08	-0.23	0.53
13. The timetable works efficiently as far as my activities are concerned.	0.24	0.37	0.07	0.93	-0.22	-0.26	0.40
14. Any changes in the course or teaching have been communicated effectively.	0.14	0.27	-0.01	0.97	-0.09	-0.29	0.40
15. The course is well organised and is running smoothly.	0.33	0.35	0.28	0.91	0.09	-0.10	0.70
Learning resources	0.01	0.01	0.40	-0.08	1.00	0.33	0.14
16. The library resources and services are good enough for my needs.	-0.07	-0.15	0.18	-0.17	0.85	0.17	0.03
17. I have been able to access general IT resources when I needed to.	-0.18	0.00	0.34	-0.05	0.85	0.18	0.10
18. I have been able to access specialised equipment, facilities or rooms when I needed to.	0.14	0.09	0.49	-0.04	0.93	0.45	0.18
Personal development	0.47	0.15	0.60	-0.23	0.33	1.00	0.42
19. The course has helped me to present myself with confidence.	0.47	0.29	0.61	-0.19	0.17	0.97	0.46
20. My communication skills have improved.	0.47	-0.02	0.40	-0.37	0.23	0.87	0.17
21. As a result of the course, I feel confident in tackling unfamiliar problems.	0.37	0.19	0.65	-0.01	0.46	0.85	0.59
Overall Satisfaction	0.70	0.65	0.75	0.53	0.14	0.42	1.00

- This table shows the relationship between the questions and primary themes for the NSS 2015 results.

- The numbers displayed are conventional correlation figures.

1 = Perfect positive correlation

0 = No correlation

-1 = Perfect negative correlation

- Based on this data, the Primary Theme that has the strongest correlation with **Overall Satisfaction** is **Academic Support (0.75)**, closely followed by **Teaching on my Course (0.7)** and **Assessment and Feedback (0.65)**.

- The Primary Theme with the weakest correlation to **Overall satisfaction** is **Learning Resources (0.14)**

- Please note:** correlation does not necessarily allow for causation to be inferred and all correlation analysis should be performed with the utmost care.

Table 10



CENTRAL MANAGEMENT GROUP

1 September 2015

Implementing the Prevent Duty

Description of paper

1. The Counter-Terrorism and Security Act (2015) imposes a duty on Universities (and other publicly funded bodies) to “have due regard to the need to prevent people being drawn into terrorism” - now commonly referred to as “the Prevent duty”. The University needs to amend policy and practice in a number of areas in order to comply with government guidance on this duty. As some of the proposed changes may be seen by some groups as controversial, proposals are being brought to CMG for consideration / comment before they are finalised.

Action requested

2. Central Management Group is asked to note the plans for implementation of the Prevent duty, comment on any areas of concern and identify any areas of the plan which require to be modified before final proposals are brought back to CMG / referred to other committees for formal approval.

Recommendation

3. It is recommended that CMG endorse the draft plans for the implementation of the Prevent duty at the University.

Paragraphs 4 – 42 have been removed as exempt from release due to FOI.

Equality & Diversity

43. An EIA is required and will be carried out before final proposals are brought back to CMG. As noted above, the annual review of actions taken by the University with regard to Prevent obligations should include an assessment of actions with regard to protected characteristics.

Paragraphs 44 – 45 have been removed as exempt from release due to FOI.

Consultation

46. The proposals have been drafted to be consistent with the Good Practice Guidance issued by the HE Prevent Working Group. There has been early consideration of issues in this paper by ITC, RPG, the EUSA/University Forum and, informally, the joint trades unions.

Further information

47. Author & Presenter

Gavin Douglas

Deputy Secretary, Student

Experience

20 August 2015

Freedom of Information

48. Closed - Its disclosure would substantially prejudice the effective conduct of public affairs. **This should include the section on risk management.**



CENTRAL MANAGEMENT GROUP

1 September 2015

Delegated Authority Schedule

Description of paper

1. The paper contains the proposed Delegated Authority Schedule (DAS) which has been revised and updated to reflect the current structures and needs of the University focused on key areas of delegation.

Action requested

2. The proposed DAS is present to CMG as a consultation document for input and feedback.

Recommendation

3. The CMG is asked to review the proposed DAS and provide any comments.

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

Risk Management

10. The DAS is a key financial, contractual and reputational control mechanism.

Equality & Diversity

11. There are no equality or diversity issues associated with this paper.

Next steps/implications

12. Once feedback has been obtained the proposed DAS will be presented to the relevant standing Committees ahead of presentation to Court in December 2015.

Consultation

13. No other Committees have reviewed this paper.

Further information

14. *Author and Presenter*
David Kyles
Chief Internal Auditor
21 August 2015

Freedom of Information

15. This paper is closed as it is a discussion document which has not been approved by Court.



1 September 2015



Scope and Remit of the Social Responsibility and Sustainability Committee

Description of paper

1. The paper proposes an extension to the scope of, and a remit for the SRS Committee following discussion at SRS Committee and with senior colleagues.

Action requested

2. CMG is asked agree the recommendation.

Recommendation

3. CMG is recommended to approve the proposed extension to the scope of, and the remit for the Committee.

Background and context

4. A commitment to social responsibility has long been part of the University's ethos, appearing formally in our Strategic Plan since 2004. The importance of a social responsibility agenda was recognised through the establishment of the Department for Social Responsibility and Sustainability (SRS) in 2014.

5. The University's ambitious social responsibility and sustainability goals are defined within the Social Responsibility Strategy 2010-2020 and augmented by an annual implementation plan. Overall governance responsibilities sit with the Social Responsibility and Sustainability (SRS) Committee which succeeded the former SEAG in October 2014. A remit for the Committee was agreed as part of the overall review of governance at that time and now needs sign off by CMG. A copy of the remit is attached as Annex 1.

6. Recent meetings of SEAG/SRS Committee have seen discussion of the areas of activity covered by 'social responsibility and sustainability', including a paper exploring the remits of equivalent committees at other leading universities. A number of key areas of activity were taken forward from SEAG, including: fair trade and procurement, climate change and energy efficiency, waste and recycling, and raising awareness of sustainability issues among staff and students. However, work that could be defined as 'social responsibility' is also being undertaken in other areas of the University's activity and this paper proposes a realignment of the strategic focus of SRS to reflect other key areas of social responsibility.

7. It is worth noting that a commitment to social responsibility is not only part of the University's current agenda but it is also high on the current political agenda, particularly in Scotland.

Discussion

8. In addition to its well-established role SRS has also touched in its annual reporting on other important areas in which the work of the University makes a socially responsible contribution, including community relations, widening participation, and

equality and diversity. Recently, responsible investment has also become a prominent theme. There is a strong case that the University could improve its effectiveness and impact by realigning the remit of the SRS Committee to provide a platform for strategic discussion across these issues and for promoting our work in these areas more systematically to relevant external audiences.

9. A Community Engagement Strategy is under development by Moira Gibson, External Affairs Manager in CAM. It is aimed at enhancing our engagement, and profile, within the city and the local community and involves: work on being a good neighbour; promoting volunteering for staff and students; improving engagement with the City; enhancing policies on planning consultations; developing a community facing web presence and improving internal co-ordination for these activities. It is proposed that this work is taken forward formally within the remit of SRS Committee.

10. There are other areas of relevant work that would also benefit from consideration at a strategic level alongside other areas of social responsibility. These include the discussion and promotion of our impressive work in Widening Participation led in SRA by Kathleen Hood, and our work in enhancing and promoting our practices as a good employer. The latter could include and extend beyond equality and diversity issues and have a wider focus on issues like apprenticeships and the living wage. These are issues now included in Professor Jane Norman's extended remit as Vice Principal People and Culture. It may also be helpful to include Public Engagement activities – understood as involving the wider public (locally, nationally and online) in dialogue about research activity at the University – as a field of our social responsibility.

11. The wider range of issues proposed can be summarised under eight broad themes:

- Existing sustainability and carbon initiatives
- Sustainable procurement, fair trade and supply chain issues
- Responsible investment issues
- Embedding SRS issues in the learning, teaching and research of the University
- Access to education and widening participation issues
- Fair employer and equalities and diversities issues
- Community relations strategy and initiatives.
- Public engagement with our research

12. These considerations of extended scope and remit raise questions about the membership and appropriate sub-committee structure of SRS Committee. There would also need to be clarity about which aspects of the extended remit would fall under the delivery responsibility of the SRS department. Widening participation and good employer functions are supported through well-established structures elsewhere, and this is unlikely to change. There is however a case for considering an SRS Department role in supporting the delivery of good community relations and initiatives in public engagement with our research. More generally the SRS Department could have a role in promoting the work we undertake across all areas of social responsibility and sustainability to external audiences.

Implications for Membership and Roles

13. The current SRS Committee membership is in part inherited from the previous SEAG model, which was one of an advisory body building interest and support amongst the wider body of staff and students, with a ‘floating’ committee and a quite broad range of representation. It is now appropriate to take the opportunity to better align the membership of the Committee to the range of issues outlined above and to the formal place of the SRS Committee in University governance structures.

14. A potential membership of the Committee based on the remit and scope above is set out in Annex 2 for discussion. This would comprise a smaller and more focussed committee, with membership closely aligned to the topics covered by the remit.

15. Table 1 summarises the lead responsibilities and roles for the key issues.

Table 1- Lead Roles and Accountabilities for SRS Issues

Issue	Lead functional responsibility	Role of SRS Department
Climate emissions and energy management	Joint Estates with SRS department, involving procurement advice as needed	Supporting practical energy action and positive behaviours; strategic review of climate action plan when requested; statutory and stakeholder reporting
Sustainable operations- buildings and grounds; water, waste, purchasing, transport, ICT etc.	Estates department; procurement office; IS Directorate; SRS department support	Supporting practical energy action; supporting research, staff and student engagement and promoting positive behaviours; advice on sustainable procurement risks and action for mitigation; strategic reviews when requested; reporting
Sustainable procurement, fair trade and supply chain issues	Procurement with SRS Department support Fair Trade is a joint procurement, EUSA, SRS department lead	Support from SRS Department on identifying SRS risks and priorities, mitigations, opportunities and supporting actions and reporting Leadership and policy development with procurement department; EUSA, EUSU, engagement with student societies
Responsible Investment Issues	Joint SRS and Finance lead on RI issues	Support for development of RI policy; support to annual PRI reporting process; development of advice and guidance to integrate RI issues into investment activities

Embedding SRS issues in the learning, teaching and research of the University	L and T committee; global academies; academic colleagues	Support as requested for projects and living labs approach; expert advice and linking learning and teaching to practical sustainability; reporting on the SRS dimensions of L&T; scanning and evidence providence to support research questions; link to operational and supply chain needs; responsible investment coordination of advice
Fair employer and equalities and diversities issues	HR and VP People and Culture	Occasional project support or awareness raising; evidence and scanning; reporting
Access to education and widening participation issues	University Secretary's Group via SRA; VP Global Access	Reporting and linked up actions promoted through SRS channels
Community relations strategy and initiatives	Senior VP with External Relations Manager	Practical assistance with events, coordination and reporting
Public engagement with our research	VP Community Development with Beltane	Practical assistance with events, coordination and reporting

Implications for Sub-Committees

16. To date the previous SEAG committee had a number of sub-commttees working on speciic aspects of the agenda. A number of these have been stood down, with an aim to clarify and where necessary strengthen the roles of any that remain. It is anticipated that the main operational sustainability advisory committee SOAG (Sustainable Operations Advisory Committee) will remain, chaired by the Director of Corporate Services. A short review of the existing Fair Trade Steering Group is also being undertaken.

17. The refocusing of the Committee's remit offers a further opportunity to simplify the governance of climate change strategy issues, replacing the proposed stand-alone review group agreed last summer at CMG with oversight by the Committee itself on behalf of CMG. This approach has been adopted as part of the forthcoming review of the existing climate action plan.

Resource implications

18. There is an opportunity to achieve increased impact from social responsibility and sustainability activities through better strategic coordination and delivery support. Proposed changes would be met from within existing resources.

Risk Management

19. Key risks to be managed include: setting a definition and scope which is either too wide, raising expectations that cannot be met and encouraging confusion and misalignment; or setting too narrow a definition with impact on ambitions, reputation and a potential loss of opportunity for coordination and development of opportunities.

To manage these risks consultations have been held with senior managers and those affected by the proposed changes, to ensure clarity and understanding. A short review of peer universities was undertaken to understand and where appropriate align to the definitions used by leaders in the field.

Equality & Diversity

20. Equality and diversity issues would be one of the areas for strategic discussion at SRS Committee.

Next steps/implications

21. Once agreed, the Senior Vice-Principal, supported by the Director of SRS, will work through implications of the revised approach for membership, future work programmes and reporting.

Consultation

22. Senior Vice-Principal has consulted with the University Secretary, the Director of Corporate Services, the Directors of SRS and Procurement, the Director of SRA and Vice Principals Norman and Bownes.

Further information

23. Author & Presenter

Senior Vice-Principal Jeffery
10th August 2015

Freedom of Information

24. This is an open paper.

Annex 1- Remit of the Social Responsibility and Sustainability Committee

Objective

To advise Central Management Group on how the University might differentiate itself as a leader in Social Responsibility and Sustainability (SRS) and take action to maximize its reputation and impact in this area.

Remit

1. Provide the necessary drive, leadership and focus in order to promote social responsibility and sustainability within the University of Edinburgh and the Further and Higher Education sector
2. To promote and encourage the delivery of an outstanding educational portfolio on SRS issues and support Scottish Government policy and student desires for action in this area
3. To advise CMG on the opportunities for enhancing the University's research contribution to SRS issues and build consensus on priority areas to explore
4. To provide advice and input to the responsible investment policy on issues of concern and on opportunities going forward, to discussion of avoiding investment in particular activities, and to input to the SRS aspects of the appointment of investment managers where relevant
5. To establish a recognisable and consistent approach to the strategic management and reporting of all SRS impacts, e.g. through the Global Reporting Initiative and the UN Principles of Responsible Investment
6. To promote practical research and development on issues of sustainability (in terms of human capital and in terms of techniques and technologies) to meet the needs of the University, those of the City of Edinburgh and of the wider Scottish and international stakeholders
7. To receive reports on progress in sustainability practices from Estates and Buildings, Procurement and others and advise CMG on the resources and methods to achieve continual improvement of the University's social and environmental performance beyond compliance towards sustainability.

Through these measures to contribute to well-being in the University community, in people in Scotland and globally through academic knowledge exchange and promotion of good citizenship and through the responsible stewardship of the University's own undertakings.

Reporting Arrangements

SRS Committee will be chaired by the Senior Vice-Principal,

Reporting arrangements are to be via Central Management Group to University Court.

Items on learning and teaching will be reported to Senate via Learning and Teaching Committee as required

SRS Committee may also provide views and liaise with other committees as required, especially Estates Committee, Staff Committee and Investment Committee, who each retain decision making responsibility in these areas.

Annex 2- Proposed Membership of the Revised SRS Committee

Member	Role	SRS Committee role
Prof Charlie Jeffery, Convener	Senior Vice-Principal	Chair of the committee; overall leadership and coordination of SRS strategy and policy
Prof Pete Higgins, Vice Convener	Dean of Students, CHSS	Lead responsibility for SRS and curriculum issues
Prof Jane Norman	VP People and Culture	Lead for fair employer and equalities and diversities issues
Karen Bowman	Director of Procurement	Lead for sustainable supply chain management/ procurement and fair trade issues
Hugh Edmiston	Director of Corporate Services	Chair of SOAG; overall lead for operational sustainability issues
Phil McNaull	Director of Finance	Lead for responsible investment issues (shared with Director of SRS); financial aspects of climate strategy and operational sustainability; lead for SRS integration into financial and integrated reporting
Moira Gibson	External Relationship Manager, CAM	Lead for Community engagement strategy and initiatives
Gary Jebb	Director of Estates	Lead for sustainable operations of buildings, waste, grounds and transport. Joint lead with Director of SRS on climate emissions issues
Dave Gorman	Director of Social Responsibility and Sustainability	Led for overall SRS strategy, coordination and reporting; shared lead for climate and energy action, responsible investment and fair trade
Kathleen Hood	Head of Widening Participation	Lead for widening participation and access to education
Elected EUSA representatives	EUSA Student President or VP (Services)	Lead for student engagement and action
Heather Rae	Project Lead, Beltane Public Engagement Network	Lead for public engagement activities
Jane Philp	Joint Unions Liaison Committee	Lead for advice on staff engagement on SRS issues, input to fair employer issues
Prof James Smith	Vice-Principal, International	Lead for integrating SRS issues in international strategy
Gavin Douglas	Deputy Secretary Student Experience, SASG	Lead for embedding SRS activities into student experience



CENTRAL MANAGEMENT GROUP

1 September 2015

Shared Parental Leave Policy

Description of paper

1. This paper offers proposals for the implementation of Shared Parental Leave (SPL) at the University. It also provides information on the SPL policies being put in place by a number of comparator organisations. Earlier drafts of this paper were discussed at the People Committee in March, and then again in June. The paper has been updated to include the final recommendations of the People Committee.

Action Requested

2. Central Management Group is asked to consider the discussion contained within this paper and endorse the recommendations.

Recommendations

3. CMG is asked to endorse the following proposals:

- we should introduce enhanced SPL benefits that match the University's enhanced Occupational Maternity Pay provisions, reflecting the precedent established by other Russell Group Universities and Edinburgh's commitment to fairness and equality in the workplace
- we should maintain our position that there is *no* qualifying period of service for Occupational Maternity Leave and Pay
- we should not impose a qualifying period for Shared Parental Leave and Pay
- we should develop a new, integrated Parental Leave policy that aligns and brings together all of our relevant policies, including Maternity, 'paternity', and other forms of 'parental' leave, including the new SPL provisions – which would remove the need for a separate exercise to revise our 'paternity' pay policy.
- we should monitor SPL centrally for the first 2 years in order to develop consistent approaches across the University and quantify the additional costs incurred
- we should start developing processes now with a view to implementing the matched scheme for all leave taken from 1 January 2016 for babies born on or after 5 April 2015

Paragraphs 4 – 16 have been removed as exempt from release due to FOI.

Risk Management

17. Not implementing a matched scheme for SPL carries a significant legal risk which could be costly to the University both financially and in terms of reputation. The financial costs could be reduced by re-introducing a qualifying period for both occupational maternity pay and SPL, however, People Committee felt this would be a retrograde step from a reputational point of view.

Consultation

18. The information in this paper was discussed at the People committee in March and again in June 2015

Equality & Diversity

19. This paper addresses a gender equality issue.

Next steps/implications

20. Recommendations from Central Management Group to be taken forward for consideration by Policy & Resources Committee and a report to Court.

Further Information

21. Authors

Andrew Harris, UHRS

Culture

Zoe Lewandowski, Director of HR

Jane Norman, VP People and Culture

7 August, 2015

Presenter

Jane Norman, VP People and

Freedom of Information

22. This paper is **closed**. Its disclosure would substantially prejudice the effective conduct of public affairs.



1 September 2015



Ethical Fundraising Advisory Group case

Description of paper

1. At a meeting on 13 August 2015, the Ethical Fundraising Advisory Group (EFAG) discussed a potential application from Development & Alumni to Cargill Inc, a privately held, multinational producer and marketer of food, agricultural, financial and industrial products and services. The proposal is for 150 Cargill scholarships promoting sustainability and linked to our Global Academies, and the value of the partnership would be in excess of £1.5m. The Group agreed by a majority to proceed with an application, however in line with the procedures for the ethical screening of donations, is referring the case to CMG for ratification.

Action requested

2. CMG is asked to note the process and discussions that took place that enabled EFAG to make its decision.

Recommendation

3. It is recommended that CMG ratify EFAG's decision to proceed with an application to Cargill. EFAG also recommended that Development & Alumni monitor Cargill's activity and the University's Director of Social Responsibility & Sustainability engages with Cargill's Director of Corporate Social Responsibility.

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

Risk Management

15. As outlined above, there is an identified risk to the integrity and reputation of the University. This is mitigated by the recommendations for Development & Alumni to monitor Cargill's activity and the University's Director of Social Responsibility & Sustainability to engage with Cargill's Director of Corporate Social Responsibility. If through this monitoring and engagement clear legal findings are found against Cargill in our areas of concern, EFAG agreed to move to immediate disengagement.

Equality & Diversity

16. Equality & Diversity issues have been considered as part of the ethical screening process.

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

Consultation

18. The potential application was discussed by EFAG. The two commissioned ethical reports were also reviewed by Professor Ian Clarke, Head of Business School, and Professor Sandy Tudhope, Head of School of GeoSciences, along with two senior colleagues from each School.

Further information

19. Author

Jamie Tait
Secretary to the Ethical
Fundraising Advisory Group
August 2015

Presenter

Professor Sir Timothy O'Shea
Principal and Vice-Chancellor

Freedom of Information

20. The paper should be closed, as its disclosure would substantially prejudice the commercial interests of any person or organisation. No section of the paper should be published on the web.



CENTRAL MANAGEMENT GROUP

1 September 2015

Responsible Investment Policy - Armaments

Description of paper

1. This paper proposes a responsible investment policy for armaments in line with a previous CMG commitment to consider this issue. The paper proposes that the University agree a policy based on exclusion of controversial weapons.

Action requested

2. To endorse the approach taken in identifying controversial armaments as a divestment priority and to the policy as proposed.

Paragraphs 3 – 12 have been removed as exempt from release due to FOI.

Risk Management.

13. There is a need to ensure the clear communication of the policy to avoid misunderstandings and to ensure a coherent approach to implementation. There is a risk of adverse reaction from parts of the University community, either to a decision not to adopt a policy of full divestment from armaments or to adopting even a partial approach.

Equality & Diversity

14. No assessment required, as the consideration of equality and diversity issues are inherent in the nature of the consideration of socially responsible investment.

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

Consultation

16. The policy has been discussed with the University Secretary; Deputy Secretary, Strategic Planning; Directors of SRS, Finance, Communications and Marketing; Director of Corporate Services, Senior Vice-Principal and members of the Investment Committee, as well as EUSA representatives.

Further information

17. Existing RI policy can be found here:

<http://www.docs.sasg.ed.ac.uk/GaSP/Governance/SociallyResponsibleInvestment.pdf>

Author & Presenter

Senior Vice-Principal

13 August 2015

Freedom of Information

18. This is a **closed** paper.



CENTRAL MANAGEMENT GROUP

1 September 2015

The Big Leap 2016: staff donating a day to help good causes

Description of paper

1. This paper proposes a year-long campaign, titled The Big Leap, which aims to increase awareness of and participation in fundraising for good causes by individuals. This could be in support of causes within the University or external ones. We would ask individuals to freely give a day of their year over to fundraising for their chosen cause. Staff of the University of Edinburgh and members of the local community will be the main target audiences of this campaign, which is driven by the Community Fundraising arm of Development and Alumni.

Action requested

2. While aspects of the campaign can be implemented under the ongoing development of community fundraising activities, the Central Management Group (CMG) is asked to consider and approve the scope of the Big Leap, in particular, the request to communicate to all University staff. We hope to launch this campaign on 1 December 2015 to coincide with Giving Tuesday, a national day of giving back. To meet this date, we would welcome CMG approval on the day of this meeting.

Recommendation

3. CMG is invited to approve the widened scope of community fundraising proposed by the Big Leap. In particular, permission to contact all staff regarding fundraising opportunities.

Background and context

4. *What is Community Fundraising?*

Community fundraising raises £200,000 annually for University causes through facilitating individuals to partake in event fundraising, such as marathon runs and sponsored activities. Historically, this has been responsive on our part with people approaching the University to fundraise for their chosen cause.

5. *What is the Big Leap?*

The Big Leap has two strands, drawing upon the University's status as both a charity and an employer. As 2016 will be a leap year, the Big Leap campaign aims to encourage staff, students, alumni and the community to freely give one of their spare days back by fundraising for charity. While this could be for any charity, we will place the work of six University causes in the spotlight, thus increasing knowledge of the University's charitable status. By giving the staff the tools and occasions to fundraise for causes they care about, the University, as an employer, will be building on its Corporate Social Responsibility/ Social Responsibility and Sustainability (CSR/ SRS).

6. The launch of the Big Leap will fall on 1 December 2015 to coincide with Giving Tuesday, the UK-wide date to promote charitable activity. Direct email and internal mail correspondence to all staff and select alumni would land on this day, inviting them to make a New Year's resolution to 'donate' one of their spare days back. Throughout 2016, fundraising events will be held around campus.

7. *How does this relate to the Strategic Plan?*

The Big Leap will promote understanding of, and support for, the University and its work. The increased communications around the work of University centres and the impact of fundraising will enhance public engagement with our work. The increased income from community fundraising resulting from the Big Leap campaign will help staff and students in their work to bring about change. Furthermore, the Big Leap will inspire and support students, staff and the wider community to engage with and contribute to social responsibility across the University and beyond.

Discussion

8. The Big Leap will link up University-wide internal and external fundraising activity in a coherent and structured manner. Community Fundraising has already worked in partnership with Edinburgh University Students' Association and Edinburgh Students' Charities Appeal (ESCA) to help students to fundraise for university causes. We are aware that ESCA help students to fundraise for external causes. Hence, the Big Leap will focus on increasing staff and community participation in fundraising for university causes, with student participation expected to increase as well.

9. We are seeking permission to contact staff via email and internal mail to invite them to participate in the Big Leap. We also plan to approach corporate organisations and community groups such as Rotary Clubs, schools and churches to encourage them to partner with the University and inspire their staff or volunteers to fundraise for our causes. This could form part of their Corporate Social Responsibility (CSR) strategy.

10. At the same time, by providing staff with the channels to donate or fundraise for charity, the University as an employer would be developing its own objective to 'encourage and support members of the University community to become effective agents of positive change [...]' (The University of Edinburgh Social Responsibility and Sustainability Strategy 2010–2020)

The fundraising tools and payment channels are already in place: collection buckets, online platforms, donation forms. We will encourage more people to consider donating through payroll giving.

11. *Aims, Objectives & Targets*

- i. Gain payroll giving employer bronze accreditation for 1% of staff giving to charity in year one. Achieve a silver award for 5% of staff giving to charity by year three.
- ii. Communicate to staff, students, alumni and the community that they can fundraise for a cause within the University. Gain 200 new fundraisers and reengage with 250 dormant fundraisers.
- iii. Through a communication drive, acquire 500 alumni donors and 100 new alumni donors.
- iv. Become the CSR beneficiary of two community groups and two corporate organisations annually.
- v. Raise £300,000 in year one for the University, increasing to £500,000 annually by year 3.

12. *Communications*

The Big Leap campaign creates opportunities to employ an 'active leaping' motif in its messages, e.g. taking a leap by actively giving back, making leaps in research.

13. Three angles were identified as a priority and will utilise direct mail, email, press, events, social media and word of mouth communication to staff, students, alumni and the community. The messaging around the events and spotlight causes will be tailored to different audiences.

- i. For those who care strongly about the causes, communicate the great work being done at the University in some of its research areas.
- ii. For those interested in doing exciting activities in aid of any charity, use a few centrally organised, bold events to empower them to choose the University.
- iii. For those who are not interested in the cause or the activity directly, leverage the excitement around the big leap activities to motivate them to spread the word.

14. *Proposed spotlight causes*

While participants can fundraise for any cause, six spotlight University areas chosen to target different demographics will be promoted:

- i. The Royal (Dick) School of Veterinary Studies
- ii. The Muir Maxwell Epilepsy Centre
- iii. The Anne Rowling Regenerative Neurology Clinic
- iv. Hope Park Counselling Service
- v. The Free Legal Advice Centre
- vi. Disability access to sport

15. *Proposed events*

The Big Leap will pull together countless fundraising events and activities but will use several high profile activities to motivate people to take part. Events might include:

- i. Abseil off David Hume Tower
- ii. Zorbing - the recreation of rolling downhill inside an orb, generally made of transparent plastic
- iii. Firewalk - the act of walking barefoot over a bed of hot embers or stones
- iv. London and Edinburgh Marathon places
- v. CSE supported sponsorship style activities – Climb 'Mount Everest', Row the 'Atlantic', Cycle the 'Tour de France', Swim the 'Channel' and Tough Mudder
- vi. An attempt on the cake bake Guinness World Record

Resource implications

16. No additional budget is requested. The costs of marketing the Big Leap (direct mail campaign, email campaign, banners, flyers etc.) will be met by the Community Fundraising and Regular Giving budgets within Development and Alumni. Events run as part of the Big Leap will be covered by the individual fundraisers' entrance fees. Please see appendix for more cost information.

Risk Management

17. There are reputational risks associated with this proposal.

Equality & Diversity

18. There are no specific equality and diversity issues. Participation is open to all.

Next steps/implications

19. Further consultations with colleagues will be conducted, in particular, with Estates and Buildings. A direct mail campaign to staff through internal mail will be coordinated for 1 December 2015 to launch the Big Leap.

Consultation

20. The plans for the Big Leap campaign have been discussed with the following people, all of whom have given their support in principle:

Kirsty MacDonald, Executive Director, Development and Alumni
Professor Susan Deacon, Assistant Principal External Relations
Zoe Lewandowski, Director of HR
Gary Jebb, Director of Estates & Buildings
Niall Bradley, Head of Marketing
Chloe Kippen, Head of External Engagement and Communications CMVM
Michelle Brown, Head of Social Responsibility and Sustainability Programmes
Lawrence Dickson, Health and Safety, Training and Audit Coordinator
Geraldine Halliday, Insurance Manager
Colin Barrie, Deputy Payroll Manager
Tim King, Deputy Head of School (Operations), Royal (Dick) School of Veterinary Studies
Dr Richard Chin, Director of the Muir Maxwell Epilepsy Centre
Rebecca MacKenzie, Director of the Edinburgh Centre for Professional Legal Studies, Free Legal Advice Centre Coordinator
Jim Aitken, Director of Sport and Exercise
Jonny Ross-Tatam, EUSA President
Marina Sergeeva, EUSU President
Andy Peel, EUSA VPSA

Further information

21.

Author

Gordon Cox
Head of Individual Giving
Development and Alumni
10 July 2015

Presenter

Mr Pete Morrison
Director of Development and Alumni

Freedom of Information

22. This is an open paper.

Appendix

Direct Cost and Income of Big Leap

- 1) Event Programme Risk Exposure (covered by deposits etc) £12,250
- 2) Direct income from just central events £34K (minus costs)

- 3) Total Income from central events in year 1 £46,250
- 4) Estimated indirect associated event income in year 1 £50,000
- 5) Total additional income in year 1 £96,250

Cost of Marketing

- 1) High specified Design, copywriting £5K
 - a. Web Banner
 - b. DM
 - c. Flyers
 - d. Posters
 - e. Fundraising Packs
- 2) Direct mail Appeal to Staff £8K
- 3) Edit advertisement £1.5K

Total £14.5K

Budget Source

- 1) Community Fundraising £4K
- 2) Regular Giving £10.5K



1 September 2015

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Worktribe¹ Research Management System and Salary Report

Description of paper

1. The purpose of this paper is to update CMG on the treatment of salary costing information in the Worktribe Research Management System.

Action requested

2. CMG is asked to comment on and agree the proposals to manage access to salary costing data during the pilot and after.

Recommendation

3. CMG is asked to agree the proposed controls over access to look up salary costing information in the Worktribe system which could potentially be used to derive the annual salary. CMG is also asked to advise on post-pilot minimum control requirements. Formal approval will be sought from CMG prior to full implementation in order to provide reassurance that these issues have been appropriately addressed.

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

Risk Management

12. Key risks include the failure to meet data protection requirements, inappropriate use of salary data and concern or annoyance amongst staff that their salary details are accessible to colleagues. This latter risk is potentially exacerbated by the “email notification” workaround.

During the pilot managing these risks will be by

- making clear the roles and responsibilities of users with access to this information,
- ensuring access to the Worktribe system is carefully monitored and controlled,
- notifying members of staff each and every time their data is accessed,
- providing an audit trail of activity on staff records.

Post pilot or earlier if resources permit, additional risk mitigations will be to:

- further restrict the data feed from HR to Worktribe
- enhance security controls within Worktribe. The email notification to staff is not the ideal solution and may prove irritating to staff who are regularly and knowingly costed onto proposals.
- improve reporting from audit table.

There is also a risk to the success of Worktribe if users can't access the data needed to cost grant applications.

¹ Worktribe is the name of the company providing the software and also the name of the application package. We will use Worktribe Research Management System to describe the system rather than the internal acronym RMAS used to date.

Equality & Diversity

13. There are no equality and diversity issues associated with this paper.

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

Consultation

15. ERI, HR, Finance, Internal Audit, Data Protection and the RMAS user group have been consulted on this issue.

Further Information

16. Author

Miss Elizabeth Welch
Director : Finance Transactional Services
15 August 2015

Presenter

Mr Phil McNaul
Director of Finance

Freedom of Information

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



CENTRAL MANAGEMENT GROUP

1 September 2015

2016-17 planning round: context and planning guidance

Description of paper

1. The purpose of the paper is to provide CMG with the context for the 2016-17 planning round and to present a draft 'Planning Guidance' document that will be issued to heads of College and Support Group and be generally available for all who have input into the planning round.

Action requested

2. We ask CMG to scrutinise the Planning Guidance and approve it for issue.

Recommendation

3. We recommend that CMG approves the 2016-17 Planning Guidance for publication.

Background and context

4. Each year we publish our 'Planning Guidance' which sets out the external and internal factors that will influence the College and Support Group plans and also sets out the strategic priorities that should be addressed in the planning process.

5. The planning round for 2016-17 is taking place against a background of financial challenge given the likelihood of reduced direct public sector funding for the Higher Education sector. In this context, Colleges and Support Groups are asked to address external income generation that produces a net return to the University along with the efficient and effective use of resources to ensure that their areas can continue to grow and contribute to the achievement of our strategic objectives.

6. The planning round guidance takes into account the:

- UK and Scottish funding environment;
- Requirements of meeting the interest due on the planned debt issue;
- Ongoing need to address efficiency and duplication of activities;
- Increasingly competitive nature of recruitment for RUK, international and PGT students;
- Opportunities and challenges of research massification and engagement in Horizon 2020 and other research funding sources;
- Developing strategic themes feeding in to the emergent Strategic Plan 2016-20;
- Strategic priorities of the Thematic Vice Principals (*to follow*); and
- Importance of addressing the student experience.

7. The Scottish Government has not issued its letter of guidance for 2016-17 to date. We will supplement the planning guidance with details of any new Scottish Government priorities once they are announced.

8. To allow for strategic allocation of resources for 2016-17 and beyond we have proposed in our planning guidance that Colleges and Support Groups should not anticipate an automatic inflationary increase in base budgets over the planning period. Instead, budget holders should look to top line growth (earned income) which exceeds cost to deliver, as well as identifying approaches to realising efficiency gains and a review of their activity portfolio, in order to resource their strategic priorities and support their ongoing activities.

9. The planning approach builds on the previous year's planning round and will use the Round Table discussions between College and Support Groups to facilitate continuing co-operation and joint working to achieve University strategic priorities¹. The Triumvirate meetings, informed by detailed analysis and provision of background information by GaSP and Finance, will ensure that plans, both individually and collectively, adequately cover the institutional strategic priorities.

Issues arising from the previous planning round

10. It remains the intent to secure a new more transparent approach to funding for international scholarships.

11. The ISG plan is undergoing substantive redevelopment since the arrival of the new Chief Information Officer, ISG may come forward in the next planning round with substantial proposals for further investment, based on further analysis of the approach to the delivery and management of IS services and progress over the plan period.

12. The HR/Payroll System end of life Review, which will enable the upgrade or replacement of the University's current Oracle R12 HR system that will come to the end of its supported life in December 2019. This project must be completed before this date to avoid unacceptable risks to key business processes. The estimated cost is currently approximately £2.7m, of which half of the cost may be capital.

13. The Development and Alumni Business Plan which aims to introduce a step change in the University's approach to philanthropy, alumni and stakeholder engagement, resulting in a potential doubling of activity over a five-year period to £30m of fundraising per year by 2019-20. This will require a steady state investment of £720k recurrent, representing an administration cost of just under 5% of the projected additional income.

Resource implications

14. There are no resource implications at this stage of the planning process.

¹ The Senior Vice Principal, representing the strategic priorities of the Thematic Vice Principals, will attend the Round Table meetings and feed comments into the Triumvirate meetings

Risk Management

15. Colleges and Support Groups should update their risk registers in light of the contents of your planning submissions, and this will be submitted for review by Risk Management Committee at the 4 May 2015 meeting.

Equality & Diversity

16. We do not consider that an EIA is required at this stage in the planning process. The planning guidance contains strategic priorities for the equality and diversity agenda (as advised by the Vice Principal Equality and Diversity) that plans should address, and will be scrutinised as part of the review of plans as laid out in the planning timetable.

Next steps/implications

17. The next steps in the 2016-17 planning round are laid out in the Planning Timetable that was agreed by PSG on 24 August 2015 and forwarded to PRC for approval on 31 August 2015.

Consultation

18. The paper has been reviewed by the Vice Principal Planning, Policy and Research Policy, the Director of Finance and the Vice Principal Public Policy and Impact who are all content with the contents of the paper and attached planning guidance

Further information

19.	<u>Authors</u>	<u>Presenter</u>
	Tracey Slaven	Tracey Slaven
	Deputy Secretary Strategic Planning	Deputy Secretary Strategic Planning
	Peter Phillips	
	Deputy Director of Planning	

24 August 2015

Freedom of Information

20. This paper is open.



Planning Round Guidance for 2016-19

Top line messages to budget holders:

Create a clear plan to achieve strategic objectives

- Explain your College's/Group's role in delivering University Goals
- Describe what success looks like for you by December 2020 in words and numbers
- Describe your critical success factors
- Identify where you will need to rely on colleagues in other Colleges/Support Groups in the University to help you deliver this success
- Describe your journey from the current base position to your destination in 5 years and include milestones where you can measure success

Focus on net income growth

- Drive forward activities that deliver net income growth to the University
- Identify and review areas with low/no growth and ask if they are sustainable; develop a recovery plan or an exit plan
- Propose new activities to complement or replace existing activities
- Review and reconfigure resources to better support Colleges in growing net income

Optimise expenditure

- Colleges and SGs to work together to reduce overlap and, using lean review/six sigma etc, undertake end-to-end systems reviews
- Assess resources within budget areas for effectiveness in delivering strategic objectives

1. Introduction

Background information for the Planning Round and the University's planning processes is available through the [Planning and Resource Allocation wiki homepage](#).

2. Context

Leading up to the 2015-16 planning round, the University was performing strongly, with research grants awarded in the year to 31 July 2014 increasing by 11% on the

previous year¹ and an increase in international student numbers and associated fee income received of 8%. The University entered a strong REF submission and increased its position from 4th to 3rd in the UK on research power. The University maintained its best ever position in the QS world ranking at 17th equal. Despite our explicit successes the 2015-16 planning round was challenging due to significant external factors outside our control, which included pressure on staff costs through increased NI and pension contributions, the removal of the Global Excellence initiative funding, the reduction in SFC REG funding despite our remarkable success in the REF, and further uncertainties in the public sector research funding environment.

Recognising the need to continue to invest in research and the potential opportunities available to those institutions able to grow through this difficult funding context Court endorsed a strategic deviation from our normal finance strategy requirement for a surplus in the range 3%-5% of total income, allowing a reduction in the surplus requirement to £10m (1.2%) for 2015-16, rising provisionally to £19m (1.9%) in 2016-18 and £22m (2.5%) in 2017-18. This pragmatic approach enabled us to progress around half of the strategic bids proposed, and has allowed Colleges and Support Groups to progress their strategic plans, maintain planned benefits and thereby sustain or improve the University's competitive position.

For 2016-17 key developments are;

- The public funding environment continues to be challenging, as the UK Government aims to eliminate the budget deficit over the lifetime of the Westminster parliament, with consequential knock-on effects on the Scottish Parliament via the Barnett Formula, including an expected 2015-16 'in-year' SFC grant reduction;
- A planned debt issue in 2015-16 will accrue interest payable that we have to cover from the second half of 2015-16; and
- Court expects us to work towards restoring the surplus to between 3%-5% of turnover beyond 2017-18 as required by the Finance Strategy.

3. Priorities for the 2016-19 planning round

We will continue to invest in College and Support Groups so that they can implement their ambitious plans and maximise their contributions to strategic plan targets along with restoring the University surplus in line with the Finance Strategy. Last year's planning round again produced bids that exceeded resources available and resulted in high-priority bids being carried over for consideration in the 2016-17 planning round. As a consequence we envisage that there will be a heavy prioritisation of bids this year that will again reflect University goals and the Colleges/SGs capacity to deliver projects quickly. The priorities for the 2016-17 planning round are:

¹ After removing the Quinquennial HGU award from the previous year figure.

i) External income generation

With government funding declining and competition between universities increasing, we must accelerate our external income generation activities, optimising the balance of income and cost growth so that new activities create sustainable contributions. Opportunities for such growth include (but are not limited to):

Increasing student numbers and fee yield, particularly International and PG students. The evolving Student Recruitment Strategy² will provide a framework with which to achieve increased fee income through the development of more high value programmes that are attractive to students and enhance their employability.

The Student Recruitment Strategy has three work streams:

- Fees, funding, finance and markets;
- Portfolio development and review; and
- Student recruitment and marketing.

Colleges and SGs are represented on the work streams and the Strategy will help transform our marketing and communication for maximum impact along with our response to market demand, increase our fee income and re-engineer our recruitment activities, internal funding for scholarships, student support and portfolio offering. Colleges and Support Groups should plan to fully integrate the Strategy into their activities.

Developing international partnerships and delivery overseas. There are opportunities for establishing long-term deep partnerships with high-quality international institutions for joint delivery of teaching and research. Such partnerships offer opportunities for staff and student exchanges and international experiences, further internationalisation of the curriculum and research and knowledge transfer collaboration.

Industrial research partnerships Generating industrial research partnerships brings advantages including contributions via overheads to the University's surplus, potential for the development of student industrial placements, insight to refresh course curricula and increase vocational content of programmes, and opportunities for identifying specialist guest lecturers, visiting appointments and entrepreneurs. Increased industrial research partnerships will contribute to the diversification of the University's research portfolio and to impact.

Giving/Fundraising Income received from major gifts, legacies and alumni and community fundraising is increasing year on year. Colleges and Support Groups should work closely with D&A to develop and refine their 'asks' of donors, to

² Draft due December 2015, and finalised in spring 2016.

generate additional income that matches their strategic objectives and provide, where possible, a degree of flexibility in the use of such funds.

Stopping what is unremunerative and non-strategic Budget owners should review areas that are not delivering growth or are persistently failing to make a surplus, with a view to recovering, reconfiguring, scaling back or ceasing such activity. Of course, some activities will be highly strategic or ‘loss-leaders’ and changes should be proposed after carefully weighing up both the financial and non-financial costs and benefits. The next phase of the TAG project will help budget holders identify such areas, but in the short term College Heads of Finance can liaise with the Finance Department to develop specific analysis projects.

ii) Optimising resources

Our primary strategy to restore the University’s operating surplus and to provide resources for investment is to grow our external income. However, we must also increasingly focus on how we use our resources (people, estate and budgets) to become more efficient and effective and to provide outcomes that better support our strategic aims.

Reducing duplication Colleges and Support Groups should work together to reduce overlap of activities, and to consolidate activities, where appropriate, to deliver efficiencies and release resource for other activities. This may entail undertaking end-to-end systems reviews (using LEAN review, six sigma or other suitable tools), negotiating division of duties and responsibilities between and within Colleges and SGs, developing ‘service expectation statements’³ and the transfer of staff and/or budget for additional services located in the most appropriate place. The Service Excellence Programme will be the natural conduit for much of this activity⁴, and has representation from all Colleges and SGs on its programme board.

Reconfiguring resources All budget holders should examine their use of resources for effectiveness in delivering the University strategic objectives and maintaining and enhancing the productive capacity of the University through staff capabilities, the physical and technological infrastructure and the enabling processes that determine the income-generating capacity of the University. Colleagues in GaSP and Finance are available to assist in facilitating workshops in this area.

4. Planning approach

The 2016-19 three year plans will start from year two of the 2015-18 plan and should be updated to reflect the current environment and planning guidance and the evolving University strategy. As in the previous year, there is no assumption of an

³ Service expectations are expected to be articulated within the current planning round,

⁴ For details see the Service Review wiki at www.XXXXX

automatic inflationary uplift of core budgets for Colleges or for SGs.

Plans should start with a review of progress to date on the approved 2015-18 plans.

NPRAS tuition fee incentive scheme will continue to operate and will take into account the previous year actuals and targets up-front with no in-year adjustment. Colleges should set attainable student number targets rather than 'de minimis' estimates to allow realistic NPRAS allocations of income as part of the planning cycle. NPRAS Estates incentive scheme will continue to operate.

When drafting plans for 2016-19, you should aim to include all known and anticipated activities within your plan, even if activities are due to commence in years 2017-18 or 2018-19. This approach will provide the opportunity to make strategic allocations early and will reduce the need for ad-hoc resource allocation in-year which can result in delays to important activities. The intention is again to allocate budgets for year one (2016-17) and confirm plans for years two and three; this will support earlier commitment to initiatives that run over more than one year.

The monthly approval process is for planning approval in-year for substantial new or novel opportunities or for planned investments that have the potential to be brought forward, as well as for significant unforeseeable developments that may occur. This process is **not** intended to cover activities that fall within the normal scope of the Colleges or Support Groups and that are of the scale that could be reasonably expected to be absorbed within their overall budget.

5. Thematic Vice Principals' strategic priorities

Thematic Vice Principals have worked together to create a list of priorities in their fields which support the University planning priorities and which offer additional or alternative ways to efficiently achieve these objectives. These priorities have a reach across more than one College/Support Group and require action /co-ordination across one or more Colleges and Support Groups. Budget holders, by engaging with the Vice Principals through established committees and working groups, as well as informally, should reflect these priorities in their individual plans as appropriate.

The priorities are: **To follow separately.**

6. Shadow RAM

We intend to run a shadow RAM alongside the 2016-17 planning round. Due to timing differences between the key points in the cycles of the planning round and RAM we cannot run the two processes in parallel for 2016-17 for the full Group budgets. However, we will be assessing the outputs from the shadow RAM in comparison to the current output of the planning round for selected sample activities to assess the impact of moving to the new RAM model for future planning rounds.

7. External environment

The Scottish Government letter of guidance showed that resource available for the HE sector is broadly flat cash for 2015-16 at £1,062.5m, with a later notification of a £21m reduction in the SFC budget. This figure is likely to be reduced further due to Barnett consequentials by an in-year budget adjustment. Confirmed figures for 2016-17 will not be available until after the UK Spending Review which will take place in November 2015. The following table sets out the main key issues that budget holders may wish to consider in developing their plan updates. Some will affect your activities more than others; please incorporate your response to issues of relevance in your submission.

Category	Issue	Short/ Medium/ Long term impact	High/ Medium? Low impact
Political	HEFCE relaxation of UG student numbers and review of funding for PGT	L	M
Political	Post Scottish Independence referendum constitutional change agenda	S	H
Political	Leadership changes of the SNP	S	L/M
Political	Potential changes in maximum RUK tuition fees and/or changes in terms of repayment of tuition fee loans	L	H
Political	Scottish Government election 5 May 2016 – potential for tuition fee regime changes for SEU students		
Political	UKBA policy impact on international student markets	S/M	H
Political	Increasingly interventionist Scottish Government	L	M/H
Political	Increased language provision (LoG) ⁵	M	L
Political	Sustaining research pools with Connected Scotland	L	L
Political	Institutional autonomy	L	H
Economic	Reduction in public spending projections	M	H
Economic	Review of SFC/SG funding of PGT	M	M
Economic	Engaging with Horizon 2020	M	M
Economic	Research massification	L	H
Economic	Increasing focus on, and investment in, student experience by our competitors within the UK and internationally		

⁵ Highlighted in the Scottish Government letter of guidance (LoG) to Scottish Funding Council

Category	Issue	Short/ Medium/ Long term impact	High/ Medium? Low impact
Social	Widening access (medicine highlighted in LoG)	L	L
Social	Gender balance on Governance and student segregation on courses (LoG)	L	L
Social	Continued perception of student satisfaction	L	M
Social	Demographic trends of international student market countries (eg China, India) along with increased international competition and capacity ⁶	L	H
Social	Continuing softening of demand for PGT from Home students	L	M
Technological	Open educational material	M	M
Technological	Online and blended learning	L	H
Technological	Digital support for learning	L	M
Legal			
Environmental	Reduction of carbon footprint (LoG)	L	M

8. Top down financial position

The Finance team will produce six versions of the top down model of the Group consolidated financial plan at key stages in the planning round to inform key discussions and committee decisions.

⁶ See Global Priority Market analysis in the Higher Education Sector by British Council Scotland and Scottish Enterprise http://scotland.britishcouncil.org/sites/britishcouncil.sco/files/global_priority_market_analysis.pdf

Version no	Date	RAS Versions	RAS key data sets				Committee	
			SFC grants	Tuition Fees	NPRAS space adjustment	Estates Development Plan		Planning Submissions
1	20-Aug-15	Initial view	Updated for latest view			per Sept committee	1 Sept CMG	
2	12-Feb-16	Post Q1		Updated for 14-15 end of year figures, 2015-16 initial adjustments and baseline adjustments in following 2 years.		per Dec committee	Post Q1 forecast issues, Roslin, Business School, HGU included	N/A
3	02-Mar-16	PSG/PRC/CMG paper	SFC grant letter and controlled places for Medicine, PGDE		Agreed and input to baselines		Draft plans as submitted 4th Feb	14 March PSG, 4 April PRC and 12 April CMG
4	06-May-16	Post final plans	SFC grant letter	2015/16 second in year adjustments and revised 3 year targets		per March committee	Final plan + bids	17 May CMG and 23 May PSG
5	27-May-16	Final copy post UCAS deadline flex		Updated for revised intakes		per May committee	Incorporating CMG/PSG changes	8 June PRC
6	10-Jun-16	Final version - refinement					Final plan + PRC refinements	20 June Court

9. Strategic KPIs

We will provide an updated list of strategic plan KPIs that have been cascaded down to College level to each College as in the previous year's planning round by mid-November 2015.

10. Estates strategy impact

Recent planning rounds highlighted the direct relationship between the Estates Strategy portfolio of approved projects and the planned surplus that appears in the published accounts. The amount and timing of refurbishment expenditure in the project portfolio that will flow through the I&E account as revenue expenditure is often difficult to predict at the beginning of projects. However, improved forecasting of likely expenditure into revenue and capital streams for Estates projects along with the changes in accounting standards has resulted in better estimates of the likely impact of expenditure on the surplus, which we initially expect to remain unchanged over the planning period. We will review the impact of capital projects throughout the planning round and adjust our financial forecasts where necessary.

11. College plans

The planning guidance should be considered in conjunction with the University's Strategic Plan 2012-16, the 2015-18 Outcome Agreement and the evolving three-year Outcome Agreement for 2016-19, complementary University strategies and plans, and the major contextual issues in the University's operating environment described in section 7.

Colleges and Support Groups should articulate those factors which drive their performance and how they will ensure that their areas can continue to grow and contribute to the achievement of our strategic objectives.

College plans should specifically address:

- a) Creating opportunities to grow teaching income. How they will grow student numbers both on and particularly off-campus to contribute to the institutional Strategic Plan targets 2.1, 8.1 and 8.3, and how they will grow income to contribute to target 6.1. In line with the new Recruitment Strategy this may include a review of academic portfolios, developing online PGT programmes with a 'market pull' focus, marketing activities (we are particularly interested in market appraisals for significant existing markets and/or potentially fast growing new markets), attracting visiting students, developing MOOCs linked to online offerings or building on existing or new international links, collaborations or initiatives. Colleges should consider 'nanodegrees' and related fee-paying short vocational courses with an 'employee-recognised' qualification or part thereof. Colleges' plans should address strategies for growth in PGR student numbers. Colleges should also address the strategic imperative of maintaining or improving on the staff/student ratio within Schools;
- b) Their approach to improving the student experience in partnership with the Deputy Secretary, Student Experience and the Student Experience Project team, with particular focus on students' feedback to the University through the NSS, PRES, PTES, ISB and internal student surveys;
- c) How they will deliver efficiencies in their operations (either by lean process review or other methodologies) either alone or in partnership with Support Groups to streamline processes and identify and eliminate unnecessary duplication;
- d) How they will work with the Thematic Vice Principals to address the University's strategic priorities;
- e) Strategies for research income growth, including engagement with Horizon 2020, charitable, RCUK/UK Government and industrial sources, reflecting the objectives from the Vice Principal Planning, Resources and Research Policy (targeting research income growth of circa 6% per annum on the College portfolio of research projects);
- f) Diversification of their research sponsor portfolio and increased cost recovery and an analysis of the research overhead contribution from the changing research portfolio mix;
- g) Space usage efficiencies; and
- h) Capital requirements for investment in major equipment and new build/refurbishment.

12. Support group plans

Support Groups will have the opportunity in the Round Table discussions and research strategy meetings to inform Colleges of their initial ideas on how they see their services developing and to have early sight of the College plans. The emphasis will be on how the Colleges and SGs can support each other in delivering the ambitions of the Colleges and the University Strategic Plan with a direct focus on efficiency and effectiveness of process. The SGs plans should highlight opportunities for increasing their contribution to the University's key strategic aims.

Examples may include: Student experience; quality assurance and enhancement; widening access; equality and diversity; international experience for students; student employability; market intelligence and support for student recruitment; student support; student accommodation choices and flexibility; L&T technology; fundraising; sustainability; estates/infrastructure projects in support of large scale research bids. Support groups may also consider ways in which they can work together to develop and enhance business processes to improve the student experience.

Support groups should consider ways in which they can work together to develop and enhance business processes to improve the student experience.

Support Groups should specifically address:

- How they will deliver efficiencies and cost savings in their operations (either by Lean process review or other methodologies) either alone or in partnership with Colleges to streamline processes and identify and eliminate unnecessary duplication with particular reference to the Service Excellence Programme initiatives;
- Provision of baseline metrics and aspirational targets to improve KPIs relating to effectiveness and efficiency of their operations;
- How they will support the strategic aims of the Thematic Vice Principals;
- Their approach to external income generation (where appropriate) and support for Colleges in generating income;
- Their approach to improving the student experience;
- Use of space to promote efficiencies and excellence in the teaching and research experience; and
- Highlight capital requirements for investment in major equipment and new build/refurbishment.

13. Structure and content of plans

Medium-term plan 2016-2019	Plans should be a roll-forward of the 2015-18 plans and continue to follow the structure of the 2012-2016 Strategic Plan. Each plan should set out the College/Support Group ambitions for the period 2016-19 and demonstrate how they will contribute to the delivery of the University Strategic Plan. Plans should highlight strategies for achieving excellence in teaching, research and knowledge exchange, and strategies for increasing philanthropic fundraising. Plans should also incorporate category B activities as appropriate. Plans should be up to 20 pages long, plus a summary of no more than one page. The summary should be suitable to use as a stand-alone document to e.g. Policy and Resources Committee and for publication on the web.
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Performance indicators and targets	<p>All plans should demonstrate how they will contribute to the KPIs and targets in the University Strategic Plan, including annual milestones. GaSP will provide the latest KPI performance data on some core KPIs and targets including student number growth, student satisfaction, widening participation, research income (and income per academic FTE), PhD/FTE academic staff, KE measures, income per staff FTE, income per square metre and staff/student FTEs per square metre. Additional KPIs and targets that enable progress to be measured against your key areas for growth/efficiency gains/service improvement should also be included. Support Group plans should demonstrate how productivity will be increased, customer-focussed activities ensured and space occupancy rates increased.</p>
Self-assessment	<p>Performance reporting and self-review against KPIs, targets and milestones will form an important part of the planning process and should inform your plans. Your reflection on past target setting and delivery should inform your self-assessment and evidence areas where you are performing well as well as areas where you need to improve. You should focus on:</p> <ul style="list-style-type: none">• Academic performance (Teaching and Research)• External income generation• Widening participation• Staff/student ratios• Enhancing the student experience• Internationalisation• Innovation• Equality and Diversity• Sustainability; and• Effectiveness and efficiency of your activities. <p>Plans should demonstrate the incremental benefits of capital projects that have recently gone live or that are scheduled to go live during the planning round.</p>
Management of risks	<p>You should update your risk register in light of the contents of your planning submissions, and this will be submitted for review by Risk Management Committee at the 2 May 2016 meeting.</p>

Breakdown of budget (Support Groups only) Support Groups should provide an appendix which presents a breakdown of their budget for 2015-16, showing the main service teams' activities and the FTEs and total cost of these activities. Please also indicate where you believe there may be process efficiencies to be gained from an investigation into developing a more integrated approach to service delivery with other budget holders across the University (informed partly by the Round Table meetings with Colleges and partly by communication with other SGs where appropriate). This will be augmented by planning inputs from the Service Excellence Programme that will take a broader, pan-university approach to review of resource engaged in service delivery by service activity.

In producing their plans Colleges and Support Groups should also consider the following strategic challenge: "If you were asked to reprioritise 10% of your budget what would you cut back on or give up doing in order to achieve this? And how would you invest the 10% budget in new or existing activities to accelerate the achievement of the University's strategic priorities?"

In addition you are asked to provide financial forecasts for the medium term (2016-19) -(see [Planning Round wiki page](#) for the relevant template):

Guidance for completion is included in the spread sheets.

You can find guidance on information held in university databases as well as external data/benchmarking to inform your plans on the Information Portal at <https://www.wiki.ed.ac.uk/display/IP/Information+Portal+Home>

14. Statement on use of reserves

From a financial management perspective, we must balance cash management and utilisation with management of the Income and Expenditure Account and Balance Sheet. In essence, it is important to maintain a steady course in terms of the University bottom-line surplus (returning towards 3% to 5% of turnover), rather than see up- and down-swings in successive years. We can only use Reserves in any year to the extent that such use will still permit a sustainable University surplus. To utilise reserves in a controlled manner, we therefore wish to see precedence given to:

- Reserves given over as contributions to building projects via the Estates Development Programme.
- Expenditure on Capital Equipment (i.e. items costing in excess of £25k, which will be capitalised through the Balance Sheet)

The use of reserves on revenue expenditure (through the Income & Expenditure Account) is also permitted, but it must be carefully monitored and managed. We expect budget holders to manage Reserves across sub-budget areas within their

purview, where this permits better or more effective use in and across years (i.e. a portfolio approach).

Multi-year projects are also key. In principle, projects set up to address University-wide initiatives (clear examples can be found within ISG and CSG) should be progressed on the basis of agreed plans, and on the basis that projects are not hampered merely as a consequence of spanning the year-end date of 31st July.

Through the Planning Round 2016-17, we will thus be looking to promote expenditure in support of capital programmes, where possible. Proposals to use reserves for revenue expenditure will be considered where the case for doing so is strong, forward commitments are limited, and the overall impact on the University budget does not mean straying from the target surplus range.

15. Timetable

The detailed time table has been published separately on the GaSP website and circulated to Colleges and SGs. Important dates are:

SEU and RUK FT intake targets agreed with Colleges	24 August 2015
SGs and Colleges round tables	w/b 19 October 2015
Draft plans submitted to GaSP	4 Feb 2016
Triumvirate meetings with Colleges and SGs	w/b 22 February 2016
Major planning issues discussed at PSG	14 March 2016
Draft plans and overall financial position presented to PRC	4 April 2016
Feedback from 4 April PRC meeting to CMG	17 May 2016
Plans finalised and submitted to GaSP	23 April 2016 (noon)
Draft final plans and investments considered by CMG	3 April 2015
Agreement of final UG/PG intakes post UCAS deadline for acceptances and updating other financial projections	18-23 May 2016
Draft final plans and investments considered by PSG	23 May 2016
Draft final plans and investments recommended to PRC	6 June 2016
Final plans recommended to Court	20 June 2016
Budget letters issued to Colleges and Support Groups	By 30 June 2016

16. Capital budget

For the 2016-17 planning round we will require Estates⁷ and ISG to provide a forecast of their likely capital spend each year over the three year planning period,

⁷ We envisage that this information can be extracted from the longer-term projections regularly provided to Estates Committee

broken down on a project basis into capital and revenue expenditure⁸. The impact of the capital plans on the projected surplus will be assessed for affordability.

17. Delegated authority and procurement

You should be mindful of the scheme of delegated authority (Annex 2) when entering contracts or committing expenditure, and follow the procedure for correct committee and Court approval where applicable.

<http://www.docs.sasg.ed.ac.uk/GaSP/Governance/Governance/DelegatedAuthorisationSchedule.pdf>

Expenditure for any goods and services which aggregate to above £50k are subject to legal compliance requirements. Any plans for such expenditure must consider procurement guidance (for overview see :

http://www.docs.csg.ed.ac.uk/Procurement/policies_procedures/TimescalesThresholds/Timescalesthresholds2014.pdf).

If you are considering any major projects or changes in your service provision (e.g. buying in) you should clearly flag this up in your plans and work with the Procurement Office to ensure that your business case and plan comply with best practice for option appraisals at an early stage in the process.

Our legal procurement thresholds and available procedure options are anticipated to change not later than the first trimester of 2016. Please check latest advice with the Director of Procurement.

18. Additional information to be supplied:

- 1) KPI College data for 2014-15 (by 13 November 2015)

⁸ Refurbishment, impairment and similar costs along with any annual depreciation charge



CENTRAL MANAGEMENT GROUP

1 September 2015

Draft Self-Evaluation of 2014-15 Agreement

Description of paper

1. This paper outlines an early draft of the self-evaluation of the 2014-15 Outcome Agreement (report attached as appendix) and summarises the likely timetable and priorities for the 2016 cycle. The draft is presented at this early stage (data gaps highlighted) to allow consideration by Court in September; prior to the submission by the SFC deadline of 31 October 2015. We submitted the 2013-14 self-evaluation to SFC on 4 November 2014 following the Court meeting on 3 November 2014.

Action requested

2. Central Management Group (CMG) is asked to consider the draft Outcome Agreement Self-Evaluation report and priorities/timetable for the 2016 cycle.
3. CMG is also asked to note the likely SFC priorities for the 2016 cycle and to ensure that their areas of responsibility are aware of the need to contribute to the Outcome Agreement process during the next 3 months. The draft self-evaluation will also be considered by Policy and Resources Committee on 31 August 2015.

Recommendation

4. CMG is recommended to comment on the draft Outcome Agreement Self Evaluation report for 2014-15, which will be further developed before progression for approval by Court.

Paragraphs 5 – 13 have been removed as exempt from release due to FOI.

Risk Management

14. The risks inherent in Outcome Agreements are addressed in the University Risk Register.

Equality & Diversity

15. The Outcome Agreements with SFC highlight the importance of equality & diversity to the University and specifically include commitments in relation to widening participation, delivery of our Gaelic language plan, our equalities action plan and good governance.

Paragraphs 16 – 17 have been removed as exempt from release due to FOI.

Consultation

18. The Self-Evaluation report follows the formal guidance from SFC on length and priorities to be addressed. Evidence on performance has been gathered from the relevant areas across the University.

Further information

19. Author

Tracey Slaven
Deputy Secretary,
Strategic Planning

Presenter

Tracey Slaven

24 August 2015

Freedom of Information

20. This paper should remain closed until the University Court has approved the final report.



CENTRAL MANAGEMENT GROUP

1 September 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.

Recommendation

3. CMG colleagues can use this report to brief their teams on Finance matters.

Paragraphs 4 – 29 have been removed as exempt from release due to FOI.

Equality & Diversity

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

Paragraph 312 has been removed as exempt from release due to FOI.

Further Information

32. Author and Presenter
Mr Phil McNaul
Director of Finance
12 August 2015

Freedom of Information

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



CENTRAL MANAGEMENT GROUP

1 September 2015

Value for Money Report 2014-15

Description of paper

1. This paper reports on Value For Money (VFM) activity for 2014-15, covering both initiatives pursued through CMG, and more locally-focussed work. It is due to be submitted to the Audit & Risk Committee at its next meeting on 10th September.

Action requested

2. Members of CMG are asked to consider whether the content of this paper meets their needs in satisfying themselves that sound arrangements are in place to promote economy, efficiency and effectiveness in the University.

Recommendation

3. To endorse this report and transmit it to Court via Audit & Risk Committee as part of the Committee's Annual Report.

Background and context

4. In January 2006 a Value for Money Policy was agreed by the Audit Committee. On 14 October 2008, the Scottish Funding Council introduced its new mandatory requirements, as set out in paragraph 16 of the Financial Memorandum. These oblige institutions to (a) have a strategy for systematically reviewing management's arrangements for securing value for money, and (b) obtain, through their internal audit arrangements, a comprehensive appraisal of management's arrangements for achieving value for money.

5. Audit Committee required that the University's policy give the executive responsibility for this to the Central Management Group. This paper reports on VFM activity for 2014-15, covering both initiatives pursued through CMG and more locally-focussed work over the last year, so that consideration can be given as to whether sound arrangements are in place to promote economy, efficiency and effectiveness and appropriate activity. As in previous years, the paper is compiled from submissions made in response to a request to all Colleges and Support Groups.

6. As a publicly funded body, the Scottish Government expect us to deliver efficiency savings of at least 3% of the prior year recurrent Teaching grant baseline, which was £71m in 2014-15. In addition to the Value For Money Report, we also report retrospectively on new efficiencies every year to SFC in the Efficient Government Return. The criteria for the Efficient Government return is narrower than that of the VFM report, as we are restricted to reporting efficiencies only in the first year of their occurrence. For 2013-14 we reported efficiencies of £7.6m. For VFM, we are looking at ongoing activity to secure efficiencies.

Discussion

7. In this year's report, we have identified some key initiatives that promote efficiency, economy and effectiveness at the University, which have been valued at £15.4 million. The key initiatives have been identified and are disclosed in detail in appendix 1. In summary, the initiatives can be analysed in the Table below as:

Value for Money Initiatives 2014-15	£m
Procurement contracting and tendering activity	£14
Estates and Utilities efficiencies	£0.4m
Other service efficiencies	£1.0m
Total efficiencies identified in 2014-15	£15.4m

8. Please note that these initiatives are not intended to be a comprehensive inventory of all activity. There are examples here of both large and small initiatives of VFM activity and this report is intended to demonstrate the range and depth of the VFM activities that take place across the University. Some of these initiatives have not been quantified but have been included to show the breadth of examples in place across the institution at all levels. The report will therefore give the Audit & Risk Committee confidence that this is a 'comprehensive appraisal' as required by the Financial Memorandum. The initiatives covered in appendix 1 are

- Specific University-wide initiatives
- Investments to deliver long-term business enhancement and cost savings
- Estates rationalisation and efficiencies
- Initiatives to improve teaching, research and other support service delivery

10. The University invests in specific university-wide Procurement led initiatives, which resulted in VFM savings of approximately £12 million during 2014-15, mainly from the higher value competitive tenders. Other savings are achieved through collaborative procurement from 105 contracts with APUC, other institutions and sectors, covers 30% of spend and contributes some £2m to the above. Some key examples of saving through Procurement initiatives are listed in appendix 1.

11. The Finance Department has invested in long term business enhancements, through system improvements; for example implementing more paperless processes, saving around £40k per annum by increasing productivity of labour and materials by reducing manual invoice handling.

12. The Estates Department continues to make savings of some £600k per annum through Energy efficiencies, furniture recycling and competitive tendering of contracts, as detailed in Appendix 1.

13. Departments across the University continue to seek innovative ways of improving efficiency whilst also enhancing service delivery. Appendix 1 includes details of spend to save projects in Chemistry, rationalisation of service delivery in the College of Medicine and Veterinary Medicine and innovation in identifying sustainable work practices in laboratories.

Resource implications

14. The paper reports on some very significant benefits secured from approved budgets, including specific examples, amounting to £15.4m. To put this in context, this amount is equivalent to 70% of our net budget surplus for 2014-15.

Risk Management

15. In describing VFM initiatives over the last year, no matters requiring specific attention in this connection have been raised.

Equality & Diversity

16. In describing VFM initiatives over the last year, no matters have been identified that require specific attention.

Next steps/implications

17. With CMG's endorsement, the paper will be submitted to Audit & Risk Committee for their meeting on 10th September.

Consultation

18. The paper has been prepared on the basis of inputs from across colleges and support groups. It has been approved by the Director of Finance.

Further information

19. <u>Author</u>	<u>Presenter</u>
Lorna McLoughlin	Phil McNaul
Senior Management Accountant	Director of Finance
20 August 2015	

Freedom of Information

20. The paper may be included in Open Business.

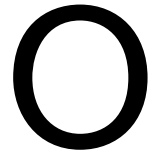
Appendix 1 – Detail on VFM activity

Operational Team	Description of activity	Quantified Savings
		£15.4m
1. Procurement		
Procurement	Savings made through the higher value competitive tenders (e.g. 52 new European tenders valued at £40.1million, lower value tenders total £3.1m). There were key contributions from major projects such as Library Management Platform, Genome Illumina X10, the Edinburgh Genome Foundry.	£10m
Procurement	Other savings are achieved through collaborative procurement from 105 contracts with APUC and other institutions or sectors. These covered 30% of spend and contributed an estimated £2m to overall VFM savings	£2m
Accommodation Services	A contract was awarded to Keycom plc to improve and extend the telephony, and more specifically the data service to our student and commercial residents. The major features of this contract were pervasive WiFi across the estate and a dedicated dark fibre route connecting the major residential hubs to Pollock Halls. During installation of the dark fibre, IS (Information Services) were consulted and identified points on the network where in future they might utilise the fibre and appropriate T junctions were put in place. The contract is for 5 years, but after this period the dark fibre will pass into the ownership of UoE.	£918k
Life Sciences Procurement	The renewal of the Life Sciences procurement framework agreement resulted in doubled supplier participation in the competition compared to the previous exercise, and engaged suppliers early on sustainability / customer service issues by making them part of bid scoring criteria. Across the board, these suppliers offered a significant average discount of 8.2% from list price, and more importantly, a 3.7% reduction from the University's 2014 contract pricing, amounting to a £550,000 annual saving, estimated upon the £14.8M that we spent with these suppliers last calendar year.	£550k

IS - Media for Enhanced Learning	An extensive negotiation and procurement exercise led by IS resulted in a rework of the contract and licensing model, reducing costs to £104k p.a. saving £136k. The Media for Enhanced learning infrastructure will provide the core infrastructure to store and manage all the University's media content for its MOOCs, digital learning, online learning, websites and media feeds. It will also provide world class media production tools and an advanced search engine and service that will enable reuse of digital media to help reduce cost further across the university and enhance the creation and reuse of digital education and media material	£136k
Research Computing Facility	The University procured research computing facility - an extensible large multi-processor system suitable for carrying out computationally and data intensive research. The Contract included the purchase of the computing infrastructure, its installation and initial configuration, as well as staff training and annual support for five years.	£195k
Accommodation Services	AS rationalised the sole supplier agreement on Catering Supplies to cover a wider range of items, resulting in further discounts of 5.75% and a saving of £98k.	£98k
Centre for Sport and Exercise	A competitive sports clothing tender sought a supplier to provide the University's award winning Sports & Exercise staff with their work clothing over the next four years. The contract included supply of high quality garments, which are durable, functional, stylish, fitted and affordable. Suppliers had to comply with the University's ethical and sustainability policies. Over the term of the contract VFM of £109k will be delivered, as well as quality ethical products.	£109k
2. Business Enhancements		
Finance	Introduction of more paperless systems - for example, increased paperclip functionality in document management systems and implementation of a PDF writer - to reduce volume of paper used across the university in processing. This enables efficiencies in both departments and central processing units, estimated at 1FTE per annum.	£40k
3. Estates activities		

Energy Conservation Projects	Energy Conservation projects have resulted in savings of £190k. These include investment in more efficient heating controls and chiller systems at Kings Buildings and QMRI	£190k
Furniture Recycling	The Furniture Office was able to repurpose 1,600 items of furniture such as workstations, chairs and office furniture over the year saving circa £200k.	£200k
asbestos removal	We saved £129k through competitively tendering for the asbestos removal of our Grade A Listed Main Building at Edinburgh College of Art - as part of enabling works for a larger Main Contractor refurbishment of the building.	£129k
4. Review and reorganisation of service delivery		
University Secretaries Group	We moved production of our Alumni magazine from two print editions each year to one print edition and one online edition. We designed a slimmer undergraduate prospectus by moving more content online. This reduced the print and postage costs, achieving an annual recurring efficiency of £163k.	£163k
University Secretaries Group	Across USG we have successfully delivered salary efficiencies of £400k in 2014/15 and are aiming to produce similar efficiencies in 2015/16. This has been achieved by restructuring within departments, often aided by the introduction of new technology. Examples include Student Counselling moving to online registration, reducing the amount of manual processing required; the Careers Service introducing a new service management tool, which allows for a substantial amount of student self-service and has led to savings in administrative effort.	£400k
CMVM - IGMM Systems Medicine Building	The new Systems Medicine Building at the Western General Hospital has created an integrated location linking three existing sites with a new development. This has permitted the roll out of institute-wide services such as E-stores and centralised receipt of deliveries. Introducing an E-stores function delivers cost savings by reducing the number of separate deliveries to individuals, better control of stock volume and redundancy, reduction in secondary storage and fewer staff involved in the purchase process thereby achieving savings in research and infrastructure budgets.	not quantified

School of Chemistry	<p>The School has recently agreed to fund a new piece of kit (£37k) which will enable us to capture most of the helium that is currently boiling off into the atmosphere. The magnets associated with the Nuclear Magnetic Resonance service within the School of Chemistry consume about 2,500 litres of liquid helium per annum. Undersupply of helium has a massive impact on the NMR equipment and with the costs of helium rising rapidly globally, there are concerns about the continual increase of the costs of supply. The Helium recovery system will enable the gas to be recompressed and sold back to a supplier. The expected payback period is between 5-6 years</p>	£37k
Sustainability Office in collaboration with CMVM	<p>The University's annual Sustainability Awards provides a focus for the active participation of staff in developing their own local solutions for improving the efficiency of their areas, particularly for laboratories, with the results then helping to share best practice across the institution. CMVM has been successful with teams from all across the College achieving awards. This covers activities such as consolidation of liquid nitrogen supplies (cost savings ~£18k annually), better management of laboratory chemicals to reduce waste and space required for storage and improved freezer management (eg the number of researchers hosted in a building can grow without a similar growth in energy and resource use).</p>	£18k identified



CENTRAL MANAGEMENT GROUP

1 September 2015

NPRAS Rates for 2016-17

Description of paper

1. This paper presents the NPRAS rates for the forthcoming Planning and Budgeting round 2016-17 and an explanation for the composition of the rates.

Action requested

2. CMG is asked to endorse the revised NPRAS rates for use in the 2016-17 planning round.

Recommendation

3. CMG is recommended to endorse the revised NPRAS rates for use in the 2016-17 planning round.

Background and context

4. Work on the Resource Allocation Model continues to progress, however, until such time as the model is implemented, NPRAS rates will continue to be calculated to include and exclude Utilities. The rates to be applied to 2016/17 budgets, as per previous years, are set for 'Moderately serviced' and 'Highly serviced' buildings, which make up the majority of the estate.

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

6. The recommended rates to be applied for 2016/17 Planning and Budgeting purposes (previous year's rates - 2015/16 in italics):

NPRAS rate including utilities	2016/17	<i>2015/16</i>	NPRAS rates excluding utilities	2016/17	<i>2015/16</i>
Highly Serviced	£134.66 per m ²	<i>£130.61</i>		£98.23 per m ²	<i>£95.78</i>
Moderately Serviced	£109.08 per m ²	<i>£105.80</i>		£81.07 per m ²	<i>£79.01</i>
MOTHBALLED¹ rate including utilities			MOTHBALLE D rate excluding utilities		
Highly Serviced	£98.29 per m ²	<i>£93.93</i>		£61.86 per m ²	<i>£59.10</i>
Moderately Serviced	£77.14 per m ²	<i>£73.77</i>		£49.13 per m ²	<i>£46.98</i>

¹ Mothballed space will only be traded on WHOLE Buildings

Discussion

7. The rates for 2016/17 reflect a forecasted increase in tender prices for maintenance work, materials and labour, which when combined, amount to an average percentage increase of 2.3% on prices as at 4th Quarter 2017. Similarly forecast increases for national pay awards, 4.0%, material prices, 2.50% and general rate of inflation 3.1%, have been taken into account in calculating the rate for 2016/17. These forecasts are provided by the Building Cost Information Service of RICS and are recognised as the industry standard. As such the NPRAS rates for 2016/17, detailed in the table above, have been set at an appropriate level to account for these increases.

8. The Utilities market continues to be volatile. Procurement of utilities for the University is through contracts arranged through Procurement Scotland. These contracts do provide a degree of risk avoidance as the University utility requirements are purchased at a fixed price in advance of the year of consumption. The Energy Office within Estates has estimated that electricity and gas prices will increase by 4.6% for the year 2016/17. The estimates are informed by Scottish Procurement in their published budget guidance documentation. These increases have been applied to this element of the NPRAS rate.

Resource implications

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

Risk Management

10. No key risks

Equality & Diversity

11. No implications.

Next steps/implications

12. The agreed rates will be included in the Planning and Budgeting Guidance 16/17 published by Governance and Strategic Planning. The rates will be applied to occupancy figures provided through the annual space audit and reflected in recurrent budget allocations.

Consultation

13. The paper has been reviewed by Vice-Principal Planning, Resources and Research Policy, Director of Estates, Senior Strategic Planner and members of the Space Enhancement and Management Group.

Further information

14. *Author*

Geoff Turnbull
Head of Estate Operations,
Estates Department
25 August 2015

Presenter

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

Freedom of Information

15. Paper is open



CENTRAL MANAGEMENT GROUP

1 September 2015

Proposal to establish new Chairs in the School of Engineering

Description of paper

1. The School of Engineering wishes to establish new Chairs as follows:
 - Chair of Future Infrastructure
 - Chair of Structural 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 Chairs:
 - Chair of Future Infrastructure
 - Chair of Structural 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 the Head of College outlining in full the reasons for and the financial implications of such a request.

Discussion

The School of Engineering wishes to establish:

- a new Chair of Future Infrastructure to take advantage of the recent focus by EPSRC on the infrastructure field and UK Collaboration for Research in Infrastructure & Cities (UKCRIC) as targets for investment, thereby reinvigorating our civil infrastructure engineering research activity. The incumbent would be expected to take up the leadership of the proposed Future Infrastructure Research Centre (FIRC), a pan-Scotland initiative that has been developed by the School of Engineering with heavy involvement of Heriot-Watt, Dundee and Strathclyde Universities in particular, and in which significant Scottish Government investment is anticipated. This role would also provide strategic input to the teaching of both engineering design and engineering project management, equipping Edinburgh graduates for fulfilling careers as professional engineers and engage companies and School of Engineering alumni in the creation of the new estate for the School of Engineering.
- a Chair of Structural Engineering to build upon Edinburgh's strong international reputation in Civil and Structural Engineering, particularly with respect to shell structures; applications of advanced composite materials in structural engineering applications; and structural engineering for fire resistance and other extreme loading conditions including blast and impact. During the past 5 years the University has invested >£1million in the research facilities in these areas, and is well equipped to support both experimental and computational structural engineering research and

teaching. This post has been fulfilled by a Personal Chair for the last 8 years and the current proposal arises due to his recent resignation.

Resource implications

8. Funding for the Chairs will be met by the School of Engineering's core budget and the associated costs are included in the 2015-2016 budget.

Risk Management

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

Equality & Diversity

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

Next steps/implications

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

Consultation

12. Vice Principal Professor Yellowlees is content with the paper.

Further information

13. Further information can be supplied by Professor Hugh McCann, Head of the School of Engineering.

14. Author

June Bell
College HR
18 August 2015

Presenter

Vice-Principal Lesley Yellowlees
College of Science & Engineering

Freedom of Information

15. This paper can be included in open business.



CENTRAL MANAGEMENT GROUP

1 September 2015

Tier 2 Migrant Visa and Health Surcharge Support Mechanism

Description of paper

1. This paper provides an update on the development of the mechanism to pay and recover loans to Tier 2 migrants covering the cost of their, and their dependants, entry visas and Immigration Health Surcharges (IHS).

Action Requested

2. The Central Management Group is asked to note the issues faced in developing the loan mechanism and to endorse the process. A paper has been submitted to the Policy and Resources Committee meeting on 31 August seeking approval of the financial implications of the loan mechanism and acceptance of the risks attached to such a credit mechanism.

Recommendations

3. Central Management Group are asked to:
- endorse the loan mechanism as described below in sections 8 to 10.
 - note the legal implications which have had to be taken in to account in developing the mechanism as summarised in sections 11 to 17.

Paragraphs 4 – 18 have been removed as exempt from release due to FOI.

Risk Management

19. The loan provision to individuals who may not take up their conditional offer of employment with the University carries a degree of financial and reputational risk. This unquantifiable risk needs to be balanced against the risk to the University's strategic goals of losing internationally based talent to other Universities offering enhanced support to relocate to the UK.

Consultation

20. The process set out in this paper has been developed in consultation with the Vice Principal International, Finance Department, Internal Audit, Legal Services and the devolved HR teams.

Equality & Diversity

21. This paper addresses the University's need to attract a diverse workforce and to support migrant staff and their dependants; a full Equality Impact Assessment will be conducted before the mechanism is launched.

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

Further Information

23. Authors

Paul McDiarmid, UHRS
Linda Criggie, Deputy Director of HR
19 August 2015

Presenter

Zoe Lewandowski, Director of HR

Freedom of Information Closed Paper

24. This paper is closed as it could prejudice our commercial interests.



CENTRAL MANAGEMENT GROUP

1 September 2015

Principal's Strategy Group

Committee Name

1. Principal's Strategy Group (PSG)

Date of Meetings

2. 25 May 2015 and 19 June 2015

Action Required

3. Provided for information

Key points

4. Among the items discussed were:

- a) Finance Strategy – 10 Year Forecast Update
PSG were supportive of the proposed position.

- b) Quatermile Project

PSG were fully supportive of the opportunity for the University to be involved in the next phase of the Quatermile development. Vice-Principal Miell is considering the optimum academic mix to enhance interest and to make the best use of the available space.

- c) Strategic Plan Process

PSG discussed the proposed approach to the next Strategic Plan and were supportive of the proposals including extending the timeframe of the plan to 5 years and keeping a similar structure, format and size.

- d) Fossil Fuels Policy

PSG discussed the Fossil Fuels Policy agreed by Court and the student occupation.

- e) ERI and Industry Engagement Strategy

PSG discussed the proposals for the reorganisation of ERI and a new Industry Engagement Strategy for the University. Some further work will be undertaken on the plans to develop them further which will then be brought back to PSG.

- f) Development of Edinburgh Agriculture

PSG discussed the proposals to reintroduce the teaching of Agriculture to the University.

- g) EU Referendum

Senior Vice-Principal Jeffery outlined the key elements and PSG were fully supportive of the recommendation for the University to take a pro EU membership stance.

- h) Governance Bill

PSG discussed the current Governance Bill and agreed an initial approach.

i) Carnegie Centenary Professorship

No suitable nomination has come forward for this round.

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

16 July 2015

Freedom of Information

8. Open Paper