



**CENTRAL MANAGEMENT GROUP**

**1 September 2015**

**Minute**

**Present:**

The Principal  
Senior Vice-Principal Professor Charlie Jeffery  
Vice-Principal Professor Mary Bownes  
Vice-Principal Professor Dorothy Miell  
Vice-Principal Professor Jonathan Seckl  
Vice-Principal Professor James Smith  
Vice-Principal Professor Jane Norman  
Ms Sarah Smith, University Secretary  
Ms Tracey Slaven, Deputy Secretary, Strategic Planning  
Mr Phil McNaull, Director of Finance  
Mr Gary Jebb, Director of Estates  
Mr Gavin McLachlan, Chief Information Officer  
Ms Zoe Lewandowski, Director of HR

**In attendance:**

Professor Arthur Trew, on behalf of Vice-Principal Professor Yellowlees  
Dr Catherine Elliot, on behalf of Vice-Principal Professor Sir John Savill  
Ms Leigh Chalmers, Director of Legal Services  
Dr Ian Conn, Director of Communications and Marketing  
Mr Gavin Douglas, Deputy Secretary, Student Experience  
Mr David Kyles, Chief Internal Auditor  
Mr Dave Gorman, Director of Social Responsibility and Sustainability  
Ms Urte Macikene, EUSA Vice-President Services (for item 8)  
Mr Pete Morrison, Director of Development & Alumni (for item 10)  
Ms Kirstie Graham, Deputy Head of Court Services

**Apologies:**

Vice-Principal Professor Chris Breward  
Vice-Principal Professor Sarah Welburn  
Vice-Principal Professor Lesley Yellowlees  
Vice-Principal Professor Sir John Savill  
Vice-Principal Professor Richard Kenway  
Vice-Principal Professor John Iredale  
Vice-Principal Professor Sue Rigby  
Vice-Principal Professor Andrew Morris  
Mr Hugh Edmiston, Director of Corporate Services  
Vice-Principal Professor Jeff Haywood  
Mr Brian MacGregor, Director of User Services Division  
Professor Charlotte Clarke, Head of School of Health in Social Science

**1 Minute**

**Paper A**

The Minute of the meeting held on 16 June 2015 was approved.

## **2 Principal's Communications**

The Principal reported on the following: the HE Governance Bill, including the widespread concerns regarding the proposed secondary legislation and his offer to give evidence; a good recruitment round; the success of the University's involvement in the various Edinburgh Festivals, including an honorary degree for Rev Jesse Jackson at the Book festival; over £305m awarded in research grants with a 40% success rate; Professor Higgins sustainability MOOC, which had led to an approach from the British Council offering financial support and which had been adopted by the Scottish Government and UNESCO; the NSS results, which showed an upward trend although there remained work to be done.

### **SUBSTANTIVE ITEMS**

#### **3 NSS Results**

**Paper B**

CMG noted the initial findings from this year's National Student Survey and 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. It noted that there was an improvement in all measures including the headline "overall satisfaction" rate, however the University continued to lag behind the upper quartile standards for both UUK and Russell Group institutions.

There was discussion around the two weakest performing measures – Assessment and Feedback and Academic Support – that showed a correlation with Overall Satisfaction and the wider challenges in relation to teaching and learning. It was noted that it was important to ensure sufficient priority around learning and teaching at the University including the development of performance benchmarks and data to support effective management.

The Senior Vice-Principal's remit had expanded to include student experience, teaching and learning with effect from 1 September 2015 and he proposed a range of measures to ensure learning and teaching as a priority of the University, equivalent to the priority attached to research. These proposals were supported by CMG.

#### **4 Counter Terrorism and Security Act/Prevent Duty**

**Paper C**

CMG noted that the Counter-Terrorism and Security Act (2015) imposed a duty on Universities to "have due regard to the need to prevent people being drawn into terrorism". This was now commonly referred to as "the Prevent duty" and it was anticipated that the University would need to be compliant with the Prevent duty by the early autumn.

Guidance on how institutions were expected to comply with the duty had been published by the Home Office, with separate guidance for Scotland and members noted how the University proposed to implement the Prevent duty on the basis of the guidance published to date.

CMG endorsed the direction of travel, as outlined in the paper, noted that formal approvals would be required for any connected policy changes and that a Policy on Speakers and Events will be presented to CMG with a proposal to establish a University Compliance Group convened by the University Secretary.

## **5 Delegated Authority Schedule**

**Paper D**

CMG noted that the draft Delegated Authority Schedule (DAS) considered at a previous meeting had been revised and updated to reflect comments from that meeting and as a result of further consultations.

CMG endorsed the proposed DAS, which would be presented to the relevant standing Committees prior to consideration by Court for approval in December 2015.

## **6 Revised Scope of SRS Committee**

**Paper E**

CMG considered a proposed an extension to the scope of Social Responsibility and Sustainability with a correspondingly updated remit for the SRS Committee. CMG noted that the SRS Committee reported directly to CMG and as appropriate the formal governance committees and Court.

CMG considered the paper, which outlined the areas where the previous SRS remit did not sufficiently define the full scope of social responsibility, including community relations, widening participation, employment and research. It was not proposed that the Committee would assume any additional responsibilities in these areas, but would help provide a platform for strategic discussion across these issues and for promoting work in these areas to external audiences.

There was discussion around the need for coherence in events organisation and promotion. There was further discussion of the need for continued work on the inter relationships between the SRS Committee, the Court Committees and other financial leads.

CMG approved the extension to the scope of, and the remit for, the SRS Committee as set out in the paper.

## **7 Shared Parental Leave Policy**

**Paper F**

CMG considered proposals for the implementation of Shared Parental Leave (SPL) at the University, noting that the proposals had been discussed at the People committee and would require to be taken forward for consideration by Policy and Resources Committee.

CMG agreed the principal of fairness was an important one that the proposals had been developed to address and endorsed the proposals as outlined in the paper.

## **8 Ethical Fundraising Advisory Group Case**

**Paper G**

CMG noted that at a meeting on 13 August 2015, the Ethical Fundraising Advisory Group (EFAG) discussed a potential application to Cargill Inc for 150 Cargill scholarships promoting sustainability and linked to our Global Academies. The Group agreed by a majority to proceed with an application, therefore, in line with the procedures for the ethical screening of donations where there was not a consensus, referred the case to CMG for ratification.

CMG discussed concerns in relation to the risk of potential damage to the integrity and reputation of the University. It noted that ethical reports identified historic areas of caution and that Cargill had taken significant steps to address and improve the areas for which it had been historically criticised.

CMG concluded that engagement and partnerships were the most effective way to drive improvement and the University should be supportive of a company that had reflected on its past actions and was now actively supporting social responsibility.

Members noted that if clear legal findings were found against Cargill in any areas of concern, EFAG had agreed to move to immediate disengagement. On that basis, CMG endorsed the application.

## **9 Proposed Responsible Investment Policy on Armaments**

**Paper H**

CMG considered a responsible investment policy for armaments based on exclusion of controversial weapons.

CMG endorsed the proposed approach, noted the intention to review and finalise the University's policy on responsible investment in line with our commitment to the UNPRI and that proposals for how to take this forward, which would involve close working with EUSA, would come to the next CMG meeting.

**10 Corporate Social Responsibility Proposal: The Big Leap 2016** **Paper I**

CMG considered proposals for a year-long campaign, titled 'The Big Leap', which aimed to increase awareness of and participation in fundraising for good causes by individuals, including asking individuals to freely give a day for their chosen cause.

Members were supportive but requested clarification on the proposed day and whether this was intended to be in the University's time or taken as an annual leave day and it was agreed that clarification of this point would return to the next meeting.

**11 Research Management Project Board** **Paper J**

CMG received an update the treatment of salary costing information in the Worktribe Research Management System. Members noted that there would be a pilot implementation of Worktribe, with access limited to a small number of users in the Schools participating in the pilot and that formal approval would be sought from CMG prior to full implementation.

Members agreed that it was essential to ensure that the University was not exposed to a potential breach of data protection legislation, but that it was not acceptable for staff members to receive an email every time their data was accessed and a solution would need to be found for this prior to roll out, that assured CMG that the University was meeting its data protection obligations.

**12 Planning Timetable 2016-17** **Paper K**

CMG noted and approved the annual planning guidance and timetable, including the emerging strategic priorities of the Thematic Vice-Principals.

**13 Outcome Agreement – Draft Self-Evaluation 2014-15** **Paper L**

CMG considered the draft Outcome Agreement Self-Evaluation report and priorities/timetable for the 2016 cycle and noted the feedback from discussions at Policy and Resources Committee in relation to the tone of the document reflecting that the University had overachieved within a context of significant challenges in relation to SFC funding.

**ROUTINE ITEMS**

**14 Finance Director's Report** **Paper M**

CMG considered the Finance Director's Report, including the Ten Year Forecast and were updated on discussions at the Policy and Resources Committee in relation to external debt raising and the

accounting treatment for the Research Development and Expenditure credit.

**15 Value for Money Report**

**Paper N**

CMG endorsed the Value for Money Report for 2014-15.

**ITEMS FOR FORMAL APPROVAL/NOTING**

**16 NPRAS Rates for 2016-17**

**Paper O**

CMG approved the revised NPRAS rates for use in the 2016-17 planning round as set out in the paper.

**17 Proposals for Chair Establishment and Changes**

**Paper P**

CMG approved the establishment of new chairs in the College of Science and Engineering as set out in the paper.

**18 Tier 2 Migrant Visa and Health Surcharge Support Mechanism**

**Paper Q**

CMG noted the issues in developing a loan 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), as outlined in the paper. Members noted that Policy and Resources Committee had been supportive of the proposal but concerned about potential exposure in relation to FCA regulations concerning loans to the public, if the new appointee subsequently did not take up post.

CMG agreed that legal advice should be sought on this issue.

**19 Principal's Strategy Group**

**Paper R**

CMG noted the report.

**20 Date of next meeting**

Tuesday, 6 October 2015 at 10.00am in the Raeburn Room, Old College.