



**CENTRAL MANAGEMENT GROUP**

**10 November 2015**

**Minute**

- Present:** Senior Vice-Principal Professor Charlie Jeffery (Convener)  
Vice-Principal Professor Dorothy Miell  
Vice-Principal Professor Jane Norman  
Ms Sarah Smith, University Secretary  
Mr Hugh Edmiston, Director of Corporate Services  
Ms Tracey Slaven, Deputy Secretary, Strategic Planning  
Mr Gary Jebb, Director of Estates  
Mr Phil McNaull, Director of Finance  
Ms Zoe Lewandowski, Director of HR
- In attendance:** Professor Arthur Trew, on behalf of Vice-Principal Professor Yellowlees  
Dr Catherine Elliott, on behalf of Vice-Principal Professor Sir John Savill  
Mr Tony Weir, on behalf of Mr Gavin McLachlan  
Mr Gavin Douglas, Deputy Secretary, Student Experience  
Dr Ian Conn, Director of Communications and Marketing  
Ms Leigh Chalmers, Director of Legal Services  
Mr Dave Gorman, Director of Social Responsibility and Sustainability  
Mr David Kyles, Chief Internal Auditor  
Professor Charlotte Clarke, Head of School of Health in Social Science  
Ms Kirstie Graham, Deputy Head of Court Services
- Apologies:** The Principal  
Vice-Principal Professor Mary Bownes  
Vice-Principal Professor Chris Breward  
Vice-Principal Professor Jeff Haywood  
Vice-Principal Professor John Iredale  
Vice-Principal Professor Richard Kenway  
Vice-Principal Professor Andrew Morris  
Vice-Principal Professor Sir John Savill  
Vice-Principal Professor Jonathan Seckl  
Vice-Principal Professor James Smith  
Vice-Principal Professor Sarah Welburn  
Vice-Principal Professor Lesley Yellowlees  
Mr Gavin McLachlan, Chief Information Officer  
Mr Brian MacGregor, Director of User Services Division

**1 Minute**

**Paper A**

The Minute of the meeting held on 6 October 2015 was approved.

**2 Principal's Communications**

Senior Vice-Principal Professor Charlie Jeffery, on behalf of the Principal, reported on the following: the emerging themes from the

recent senior management retreat; the second round of ELIR visits now underway; the Cabinet Secretary for Education and Lifelong Learning's evidence giving session on the governance bill; the Principal's upcoming meeting with the Deputy First Minister; the recently published Green Paper for Higher Education which proposed far reaching changes to the education landscape; and the upcoming Chancellor's Statement and implications for Scotland.

## **SUBSTANTIVE ITEMS**

### **3 Strategic Plan: Targets and KPIs Progress Report**

**Paper B**

CMG noted that this was the penultimate year of reporting on the current strategic plan. Overall, the Key Performance Indicators showed an improved or maintained performance for 9 out of the 10 KPIs, with particularly positive results around achievement of the Athena Swan Silver Institutional award, graduate employability and impact on the local economy.

There was a need for further investigation at the target level, particularly around the gender pay gap, postgraduate research students and student experience measures.

There was discussion of the link between the operational targets and the strategic objectives and a view that for the next strategic plan the performance measurement system should be clearer on the link between operational targets and strategic objectives with an enhanced understanding across the university of the relationship between strategic plan measures and business plans. The link between College and School KPIs also required further development.

In terms of the current report, there were discussions around the gender pay gap and lag time in results from activity to address this area and it was noted that the Remuneration Committee was looking closely at this area in relation to grade 10 staff. There was also discussion of student experience measures and academic and pastoral support extending beyond the Personal Tutor system.

### **4 Draft Outcome Agreement**

**Paper C**

CMG noted that a draft budget was expected in January 2016 and the University was in line with the sector response of waiting for further details of the budget before finalising the 2016-17 Outcome Agreement, which would be for a single year, due to uncertainty over future funding. CMG noted and endorsed the proposed approach to the Outcome Agreement.

### **5 Research Policy Group**

**Paper D**

CMG considered the proposal to formalise the remit and position of the Research Policy Group (RPG) to ensure there is clearer and

regular oversight of good research practice with particular regard to research integrity and ethics.

Innovation and industry engagement should be noted in the terms of reference and there needed to be clarity around accountability in relation to research ethics across all areas of the University. Subject to this, the remit and terms of reference, as set out in the paper, were approved.

## **6 Timetabling of Teaching Space in Semester 2**

**Paper E**

CMG was aware of the challenges around timetabling in Semester 1 and noted that the University Secretary had commissioned a review of the timetabling process and related issues, led by the Chief Information Officer, and the findings of this review would come to a future CMG meeting.

In the meantime, CMG considered a paper which addressed the immediate issues in relation to scheduling Semester 2 core teaching activities. This identified that the main challenge was in the central area and this was exacerbated by a “clumping” of key, popular teaching slots. It should be possible to address the central area challenge for semester 2 by both the provision of some additional space and working closely with Schools to identify greater flexibility on time preferences.

CMG noted that requested flexibility around teaching slots may address the immediate semester 2 challenge, but there were a range of issues that needed to be addressed around the quality of teaching space, meeting student expectations and maintaining staff research time. It was noted the current paper did not seek to address or identify solutions to these larger issues and on that basis CMG endorsed the proposed approach to Semester 2 timetabling.

## **7 Finance Director’s Update**

**Paper F**

The Director of Finance tabled a flash report of the management accounts to October which indicated the financial metrics were all ‘green’. Members were updated on progress on the external debt raising process; the Alan Turing Institute and the implementation plans for FRS 102.

## **8 People Report**

**Paper G**

CMG noted that this was the first of what was intended to be a quarterly report to CMG on People related matters. CMG welcomed the report and noted the issues raised, including progress with implementing shared parental leave, the visa loan mechanism, the national pay award and impact of the recent increase to the living wage, and implementation of pension changes.

CMG formally noted the achievement of the Athena Swan Silver award and expressed its appreciation and thanks to all those involved in this achievement.

**9 Request to Rename the College of Humanities and Social Science Paper H**

The renaming of the College of Humanities and Social Science to the College of Arts, Humanities and Social Sciences was approved.

**ITEMS FOR NOTING OR FORMAL APPROVAL**

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

The proposal to establish a Chair of Cognitive Ageing and/or Cognitive Epidemiology was approved.

**11 Fee and Rent Proposals Paper J**

The student rent and tuition fee proposals as set out in the paper were approved.

**12 Annual Report on Complaint Handling Paper K**

CMG noted the annual report on student complaint handling and suggested consideration of the interaction between staff and student complaint processes in future reports.

**13 CCTV Policy Paper L**

The updated University CCTV Policy was noted.

**14 Policy on Speakers and Events Paper M**

The Policy on Speakers and Events and establishment of a University Compliance Group was approved.

**15 Date of next meeting**

The next meeting will be held on Tuesday, 19 January 2016 at 10 am in Raeburn Room, Old College.