



**CENTRAL MANAGEMENT GROUP**

**19 January 2016**

**Minute**

- Present:** Senior Vice-Principal Professor Charlie Jeffery (Convener)  
Vice-Principal Professor Chris Breward  
Vice-Principal Professor Jeff Haywood  
Vice-Principal Professor Dorothy Miell  
Vice-Principal Professor Jane Norman  
Vice-Principal Professor Jonathan Seckl  
Ms Sarah Smith, University Secretary  
Mr Hugh Edmiston, Director of Corporate Services  
Mr Gavin McLachlan, Chief Information Officer  
Mr Gary Jebb, Director of Estates  
Mr Phil McNaull, Director of Finance  
Ms Zoe Lewandowski, Director of Human Resources
- 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 Gavin Douglas, Deputy Secretary, Student Experience  
Ms Leigh Chalmers, Director of Legal Services  
Mr Dave Gorman, Director of Social Responsibility and Sustainability  
Professor Charlotte Clarke, Head of School of Health in Social Science  
Mr Brian MacGregor, Director of User Services Division  
Mr Jon Idle, Acting Chief Internal Auditor  
Ms Urte Macikene, EUSA Vice President Services (for item 3)  
Ms Pauline Jones, Head of Strategic Performance and Research Policy (for items 4 and 5)  
Ms Susan Graham, Head of Information Governance & Data Protection Officer (for item 12)  
Ms Kirstie Graham, Deputy Head of Court Services
- Apologies:** The Principal  
Vice-Principal Professor Mary Bownes  
Vice-Principal Professor Richard Kenway  
Vice-Principal Professor Andrew Morris  
Vice-Principal Professor Sir John Savill  
Vice-Principal Professor James Smith  
Vice-Principal Professor Sarah Welburn  
Vice-Principal Professor Lesley Yellowlees  
Ms Tracey Slaven, Deputy Secretary, Strategic Planning  
Dr Ian Conn, Director of Communications and Marketing

## **2 Principal's Communications**

Senior Vice-Principal Professor Charlie Jeffery, on behalf of the Principal, reported on the following: the outcome of the Scottish Government Spending Review, with further clarification still to emerge on the detail beneath the headline figures; the ongoing debate on the Higher Education Governance Bill, with some amendments anticipated in relation to the size of Senate and secondary legislation; research income was up compared to the same point last year; the University had been shortlisted for four Wellcome Trust Centres.

### **SUBSTANTIVE ITEMS**

#### **3 Responsible Investment Policy**

**Paper B**

CMG considered the University's proposed policy statement on responsible investment, which was in line with our commitment to the UN Principles for Responsible Investment and reflected decisions previously reached in relation to fossil fuels and armaments.

The University was committed to a pro active, forward looking approach to responsible investment and CMG noted the constructive work undertaken by the Investment Committee in moving funds into ethical holdings. There was discussion of the alignment of investment policies with research and a recognition that on occasion issues may emerge around particular industries. It was noted that research is subject to ethical screening and the Research Policy Group has a role in considering complex issues and escalating for wider consideration as appropriate.

Ms Urte Macikene, EUSA Vice President Services, informed CMG that the issue of ethical investment remained important to the student body and EUSA welcomed their engagement in the development of the policy and commended the policy's forward looking approach. EUSA anticipated continued dialogue in implementation of the policy and ensuring it was widely understood and promoted.

CMG endorsed the paper and noted that it would now go to Policy and Resources Committee and ultimately Court for approval. Once approved, consideration would be given to appropriate communication to various stakeholder groups.

#### **4 Strategic Plan**

**Paper C**

CMG considered the latest iteration of a high level draft of the Strategic Plan and noted the focus on statements that are unique to Edinburgh.

CMG welcomed the approach taken to date. There were a range of comments and observations on the draft, including the need to mesh

together learning, teaching and research and also to draw out both staff and student wellbeing; the need to ensure the appropriate balance between Edinburgh the University and Edinburgh the city; the need to nuance statements around growth; and reflecting aspiration and passion around the student experience and learning environment.

It was recognised that this was high level document and many of the issue raised would be reflected in the full plan, which would include case studies and the measurement approach.

Ms Pauline Jones, Head of Strategic Performance and Research Policy informed members she would circulate by email a revised paper for further comments. Comments from CMG and Policy and Resources Committee would feed into a draft for Court on 8 February. Following Court, a further iteration would be opened up to staff and student consultation.

## **5 Undergraduate Bursary Review**

**Paper L**

CMG considered the findings of an evaluation of the University of Edinburgh and Scotland Accommodation bursary schemes, which concluded that the bursaries were having their intended positive outcomes in terms of recruitment and the student experience, although retention rates for RUK students required further investigation.

The University offered one of the most generous bursary packages in the UK and there was discussion around whether Widening Participation was being sufficiently strengthened by this or whether some resources could be deployed in other ways, for example, for outreach work. There was also concern that the focus on the lowest income students prevented lower middle income households from accessing appropriate support. It was noted that the issue of support for Widening Participation was a subject of discussion in the sector. A new Head of Widening Participation was currently being recruited and when they were in post it may be appropriate to revisit this issue.

CMG agreed that for the moment, the University of Edinburgh and Scotland Accommodation bursary schemes should not be substantially changed, but that more work should be done to ensure that the full support available for students is more visible and this area should be revisited in the light of external developments.

## **6 Information Security Update**

**Paper D**

CMG considered a summary of the findings of a Cyber Security Maturity Assessment carried out by PwC. The Chief Information Officer updated members on the actions taken to date in response to the recommendations in the report. This included recruiting to a new role, Chief Information Security Officer (CISO) and an appointment had now been made to this post. Internal resources had been used to provide

an information security team working for the CISO, which would lead on a number of cross University actions. CMG welcomed the paper and noted the importance of proportionate activity that harmonised with existing external information security requirements.

## **7 Home Office Update**

**Paper E**

CMG considered an update on developments in relation to Tier 4 students and Tiers 2 and 5 staff. It noted that much work had been undertaken but there remained areas of risk where the University was vulnerable in the event of a UKVI audit. It was noted that the University must be able to account for the whereabouts of all migrant workers employed under Tier 2 and Tier 5 and there is currently no single system across the University that provides the facility to record employee attendance in this way.

CMG agreed it was important that no distinction was made between the requirements for UK and Tier 2 and Tier 5 staff and that there should be a proportionate response to recording this information. Members discussed how this requirement could have a positive outcome in terms of encouraging good diary management and enabling work life balance and work allocation. This issue would be further considered by the Academic Strategy Group.

CMG endorsed and supported the recommendations as set out in the paper.

## **8 Finance Director's Update**

**Paper F**

CMG noted the report and the tabled flash report of the management accounts and performance indicators to 31 December 2015. Members were updated on progress on the external debt raising process, which was shortly to conclude; the SBS pensions deficit, which required to be addressed; the increase in total staff costs, which should lead to income growth; the need to drive up commercial income to address the loss of income in other areas; and the falling contribution of non-publically funded income for teaching, which required further consideration to identify underlying issues.

## **9 Complaint Handling Procedure**

**Paper G**

CMG approved the revisions to the Complaint Handling Procedure as set out in the paper.

## **10 Dignity and Respect Policy**

**Paper H**

CMG approved the revised Dignity and Respect policy, as set out in the paper, for onward transmission to and approval by Court, with the request that the Director of Human Resources look at the wording

around police notification to consider whether it required any minor clarification.

**11 EvaSys Course Evaluation Update**

**Paper I**

CMG discussed the planned roll out of the EvaSys course evaluation system, particularly in relation to access to data and the need to customise core questions to ensure they were relevant. CMG endorsed the high level plan, as set out in the paper.

**12 European Regulation on Data Protection: Implications for the University**

**Paper J**

CMG noted that the European Union had agreed the text of new data protection legislation, to come into force in mid-2018. This had implications throughout the University in terms of culture, policy, process and procedural change, therefore CMG was updated on the early implications and areas of concern, including: the impact on fundraising, alumni, marketing, recruitment and events, where unambiguous consent will be necessary to collect and use personal data; and data minimisation, which will require changes to the design of databases in terms of access permissions and data deletion.

CMG noted that there were a number of issues around data protection, procurement and information security and consideration should be given to coordinating resources effectively across these areas. This issue should therefore be considered in the context of other developments in the University around service excellence and information security, with consultation and liaison across key areas to effectively utilise resources. It was noted that some areas of the proposed implementation of the legislation were still subject to wider external discussion.

CMG endorsed the overall approach to the implementation of the forthcoming EU Regulation on Data Protection set out in the paper, including the initiation of the more detailed work proposed in the 'Next Steps' section.

**13 Internal Audit Status Report**

**Paper K**

CMG considered a progress update against the Internal Audit Annual Plan and noted that staff changes and redirecting resource to a special investigation had impacted on the Plan delivery. The Plan was subject to ongoing review and proposed revisions would be submitted to the Audit and Risk Committee in February 2016 and thereafter communicated to CMG. The closure of outstanding issues was noted as an area the Audit and Risk Committee continued to monitor closely.

**14 Health and Safety Quarterly Report**

**Paper M**

The Health and Safety Quarter 1 Report: Sept – Nov 2015 was noted.

## **ITEMS FOR NOTING OR FORMAL APPROVAL**

- 15 Office of Lifelong Learning (CHSS): proposal to change name** **Paper N**
- CMG approved the change of name of the Office of Lifelong Learning to the Centre for Open Learning from 1 April 2016.
- 16 Fee Proposals** **Paper O**
- The fees for the MSc in Ancient History, as set out in the paper, were approved.
- 17 Proposals for Chair Establishment** **Paper P  
Paper Q  
Paper R**
- CMG approved the foundation of the following new Chairs in the Colleges of Humanities and Social Science, Medicine and Veterinary Medicine and Science and Engineering, as set out in the papers: Chair of Cultural Relations; Chair of Medical Bioinformatics and Chair of Statistics.
- 18 Report from Equality & Diversity Monitoring Research Committee** **Paper S**
- CMG agreed this report should have greater prominence for discussion as it was an important issue across the University. It noted that Schools would receive data for their area, which should support them in considering how to support all staff and students. It was further noted that the University had applied for a Race Equality charter mark.
- 19 Principal's Strategy Group** **Paper T**
- The report was noted.
- 20 Date of next meeting**
- The next meeting will be held on Tuesday, 1 March 2016 at 10 am in Raeburn Room, Old College.