



CENTRAL MANAGEMENT GROUP

1 March 2016

Minute

- Present:** Senior Vice-Principal Professor Charlie Jeffery (Convener)
Vice-Principal Professor Mary Bownes
Vice-Principal Professor Jane Norman
Vice-Principal Professor Jonathan Seckl
Vice-Principal Professor James Smith
Vice-Principal Mr Chris Cox
Mr Gavin McLachlan, Chief Information Officer
Mr Phil McNaull, Director of Finance
Ms Zoe Lewandowski, Director of Human Resources
Dr Ian Conn, Director of Communications and Marketing
Ms Tracey Slaven, Deputy Secretary, Strategic Planning
- In attendance:** Professor Arthur Trew, on behalf of Vice-Principal Professor Yellowlees
Dr Catherine Elliott, on behalf of Vice-Principal Professor Sir John Savill
Dr Catherine Martin, on behalf of Vice-Principal Professor Dorothy Miell
Mr Gavin Douglas, Deputy Secretary, Student Experience
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, Interim Chief Internal Auditor
Mr Graham Bell, on behalf of Mr Gary Jebb
Ms Caroline Wallace, Senior Partner Equality, Diversity & Inclusion (observer)
Ms Kirstie Graham, Deputy Head of Court Services
- Apologies:** The Principal
Vice-Principal Professor Chris Breward
Vice-Principal Professor Jeff Haywood
Vice-Principal Professor Richard Kenway
Vice-Principal Professor Dorothy Miell
Vice-Principal Professor Andrew Morris
Vice-Principal Professor Sir John Savill
Vice-Principal Professor Sarah Welburn
Vice-Principal Professor Lesley Yellowlees
Ms Sarah Smith, University Secretary
Mr Hugh Edmiston, Director of Corporate Services
Mr Gary Jebb, Director of Estates
Ms Leigh Chalmers, Director of Legal Services

Mr Chris Cox, new Vice-Principal Philanthropy and Advancement and Executive Director of Development and Alumni was welcomed to his first meeting of CMG.

2 Matters Arising

The Convener reported that a paper on Conflict Minerals Policy had been tabled and would be considered later in the meeting.

3 Principal's Communications

Senior Vice-Principal Professor Charlie Jeffery, on behalf of the Principal, reported on the following: the indicative grant letter recently received from SFC that indicated a 3.9% reduction in core teaching and research funding, with further cuts expected in strategic funding; undergraduate applications were over 60,000 for the first time and postgraduate applications were up by 30%, with growth in all categories; the Principal's recent successful visit to India, where the University continued to experience growth; and the dinner recently hosted by the Chancellor at Buckingham Palace.

SUBSTANTIVE ITEMS

4 Teaching Spaces Review

Paper B

Gavin McLachlan, Chief Information Officer had undertaken an independent, internal review of the issues with teaching spaces experienced during the start of Semester One. CMG considered the outcome of the review, which examined existing policy and processes to identify changes required to ensure that the University could deliver a high quality teaching timetable for staff and students.

CMG noted that the review had indicated there was no single root cause of the issues that had led to classes without booked teaching spaces in the run up to the start of the semester and there was therefore no single, simple solution. Timetabling and teaching space allocation was a complex, multi-layer process that did not have a single point of ownership across the University and was vulnerable to disruption due to the range of requirements in terms of teaching needs, timetable preferences and course choices.

Overall there was evidence of lack of communication, planning and coordination between different areas of the University and a key recommendation was the establishment of clear governance and oversight. It was agreed that it was desirable to utilise existing groups, where possible and that a refreshed Space Enhancement and Management Group (SEMG) could take on this role, with an appropriate revised membership and remit.

CMG discussed the four primary recommendations outlined in the paper and were supportive of the proposals, while noting the importance of ensuring some flexibility was maintained in the short term as the longer term improvements were implemented.

The outcome of the review was welcomed and endorsed and it was agreed that SEMG would be reframed to take forward the recommendations, with an update to come to a future meeting of CMG.

5 EDINA and the Digital Curation Centre (DCC) Initial Approach **Paper C**

CMG noted that EDINA and the DCC both offered world leading services that had been primarily funded through JISC, however this funding had been cut and a business case was being developed to support EDINA and the DCC to move to financial self-sufficiency. This would require some funding through the transition process and CMG agreed that requests for additional funding would be considered through the current planning round discussions.

6 Corporate Parenting Strategy **Paper D**

The University had new legal responsibilities for children and young people in local authority care and care leavers up to the age of 26 and was required to publish a corporate parenting plan setting out how it would meet those responsibilities.

CMG considered and approved the draft Corporate Parenting Plan for publication, and agreed to monitor its implementation and progress through annual update reports.

7 Costs Associated with Visa/NHS loans **Paper E**

CMG considered the proposal that the University provides financial support to its international staff through the repayment of the costs they incur to enter and remain in the UK, which had increased significantly since the introduction of the immigration health surcharge (IHS) in April 2015.

The proposal was to reimburse visa application fees and the immigration health surcharge paid by newly appointed Tier 2 staff and their dependants and the extension fees paid by existing Tier 2 staff and their dependants. The University would not recompense staff for any tax payable or reimburse any costs associated with securing indefinite leave to remain. Members noted that currently other Russell Group Universities did not repay visa and IHS costs, although a number are actively reviewing their policy, so the proposal would give the University a competitive advantage.

CMG noted that it was essential, given the increased resource requirements of the proposed changes, to exercise discipline in considering how this may provide additional benefits and it would be helpful to undertake research post implementation to assess if this approach had the positive impact intended.

On that basis, CMG endorsed the proposal, while noting that due to the potential costs involved, this would require formal approval by Policy and Resources Committee. Budget holders would be expected to include this additional staff cost within final plan documents if the policy is approved.

8 Internal Briefings

Paper F

CMG considered a set of eleven core briefs, on key topics, to be used by University staff in preparation for talks, meeting with external bodies, or general networking. These were welcomed by members and it was agreed they should be stored online for ease of access and to allow for regular updating to ensure they remained current. An issue owner should be identified for each briefing, to be named on the document with the latest date of update with Communications and Marketing providing a central access point.

9 Internal Audit Status Report

Paper G

The Interim Chief Internal Auditor spoke to his report, which provided an update on progress of the 2015-16 Internal Audit Plan and outlined proposed adjustments to take into account changing priorities.

The high level summaries of the six audits completed in the period were reviewed. It was noted that the plan was not on target for delivery at this stage, due to a number of factors, including staff changes. A revised plan, which focussed on core financial business, had been considered by the Audit and Risk Committee where concern had been expressed at the number of audits pushed back. There would therefore be further work with the University Secretary to consider and prioritise the deferred audits and identify how to resource this.

CMG noted a new Chief Internal Auditor, Mr Noel Lawlor, would join the University in mid April.

10 Finance Directors Update

Paper H

CMG noted the report and the tabled flash report of the management accounts and quarter 2 forecast to 31 January 2016. Members were updated that the University had concluded its private placement deal, securing £100m of new debt and the European Investment Bank (EIB) contract to borrow £200m had been executed with a formal signing

ceremony between the Principal and the EIB Vice President, providing long term, low cost, flexible finance for the University.

The Director of Finance reported that the underlying surplus had to be considered, without exceptional items or changes in accounting treatment as a result of FRS102 and that current surplus generation was not sufficient to meet all the aspirations in the planning round.

11 People Report

Paper I

CMG noted the quarterly report on people related matters. Members commended the planned revision to Reader criteria to cover the wider academic role, including teaching. Members noted that employment costs to the University were increasing in a number of areas, including changes to pensions, increases in the Living wage and support for Tier 2 staff. It was important that the University's investment in being a good employer of all its staff was clearly communicated externally and the Director of Communications and Marketing was asked to consider how to communicate this positive message.

12 Conflict Minerals Policy

Paper I1

CMG considered a policy on conflict minerals, noting that this had been developed iteratively through research and engagement with academics, procurement colleagues, EUSA representatives, external experts and campaign groups. CMG approved the policy and requested that the Director of Communications and Marketing give consideration to how to communicate this appropriately.

ITEMS FOR NOTING OR FORMAL APPROVAL

13 Proposals for Chair Establishment and Changes

Paper J

CMG approved the change of the name of the vacant Chair of Clinical Psychology to the Chair of Psychological Therapies.

14 Fees Strategy Group

Paper K

CMG approved the tuition fee proposals set out in the paper.

15 Principal's Strategy Group

Paper L

The report was noted.

16 Date of next meeting

The next meeting will be held on Tuesday, 12 April 2016 at 10.00 am in Raeburn Room, Old College.