CENTRAL MANAGEMENT GROUP
Raeburn Room, Old College
12 April 2016, 10 am

AGENDA

1	**Minute**	**A**
	To *approve* the minute of the previous meeting held on 1 March 2016.	
2	**Matters Arising**	**Verbal**
	To *raise* any matters arising.	
3	**Principal's Communications**	**Verbal**
	To *receive* an update by the Principal.	

SUBSTANTIVE ITEMS

4	**Draft Planning Round Submissions**	**B**
	To *consider and discuss* the draft planning submissions.	
5	**Predictive Analytics**	**C**
	To *consider and discuss* the paper by the Chief Information Officer.	
6	**Worktribe Research Management System Update**	**D**
	To *consider and endorse* the paper by the Director of Corporate Services.	
7	**Sustainable Travel Advice**	**E**
	To *consider and endorse* the paper by the Director of Social Responsibility and Sustainability.	
8	**Finance Directors Update**	**F**
	To *consider and comment* on updates by the Director of Finance.	
9	**Procurement Law Update**	**G**
	To *consider and note* the update by the Deputy Secretary (Strategic Planning).	
10	**Health and Safety Quarter 2 Report**	**H**
	To *consider and note* a report by the Director of Corporate Services.	
11	**Service Excellence Programme**	**I**
	To *consider and note* a paper by the University Secretary.	
12	**CMG Review**	**Verbal**
	To *receive* an update by the University Secretary.	

13   Any Other Business   **Verbal**
       To *consider* any other matters by CMG members.

ITEMS FOR NOTING OR FORMAL APPROVAL

14   Fees Strategy Group   **J**
       To *approve.*

15   Principal's Strategy Group   **K**
       To *note*.

16   Date of next meeting
       Tuesday, 17 May 2016 at 10.00 am in Raeburn Room, Old College.

THE UNIVERSITY of EDINBURGH

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

1   Minute   **Paper A**

The Minute of the meeting held on 19 January 2016 was approved.

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.

CENTRAL MANAGEMENT GROUP

12 April 2016

Business Planning Round – 2016-19

Description of paper

1.   The Planning Round paper presents a first overview of the draft plans as submitted by major budget owners, considers the wider financial environment and recommends next steps in the development of the University's approach.

Action requested/Recommendation

2. Central Management Group (CMG) is invited to provide advice and guidance in relation to strategic positioning of the University's plans and to advise on the appropriate balance between investing in activity to grow through the external funding challenges, and maintaining an appropriate surplus to support medium-term capital investment (paragraphs 9-15).

3. Revised plans are being produced for consideration at CMG on 17 May, Policy and Resources Committee (PRC) on 6 June 2016 and for approval by Court on 20 June 2016.

Paragraphs 4 – 51 have been removed as exempt from release due to FOI.

Resource implications

52. The purpose of this paper is to support strategic decisions on resource allocation.

Risk Management

53. The key risk identified during the Business Planning round is the potential for the reduction in external funding and an emphasis on efficiency to trigger conservative decision-making behaviour. It is essential that the University maintain a positive focus on diversification of income sources and growth to ensure we sustain our improvements in research and teaching excellence and international reputation.

54. Each College and Support Groups will maintain their own risk registers which will flow into the University's overall risk register which is managed by the Risk Management Committee.

Equality & Diversity

55. Equality is considered within the plans of the individual budget holders. No Equality Impact Assessment is considered necessary.

Next steps/implications

56. Revised plans are currently being developed and should reflect the feedback from the 8 April 2016 PRC as well as that from the Principal's Strategy Group and CMG meetings held in April 2016. Final plans will be developed and submitted to Governance & Strategic Planning on 28 April 2016 for consideration at the 17 May 2016 Central Management Group and 6 June 2016 PRC meetings before presentation to Court on 20 June 2016.

Further information

57. Further information can be obtained from Tracey Slaven (50-2132; Tracey.Slaven@ed.ac.uk) or Peter Phillips (50-8139; Peter.Phillips@ed.ac.uk).

58. *Authors*   *Presenter*
    Tracey Slaven, Deputy Secretary Strategic Planning   Tracey Slaven
    Jonathan Seckl, VP Resources and Research Policy
    Phil McNaull, Director of Finance
    5 April 2016

Freedom of Information

59. The paper is closed until the completion of the business planning round.

CENTRAL MANAGEMENT GROUP

12 April 2016

Predictive Analytics

Description of paper
1. This paper provides an overview of Predictive Analytics and how it might be used to help the University both understand and improve student satisfaction, with particular focus on the Edinburgh Student Experience Survey (ESES) and the National Student Survey (NSS) outcomes.

Action requested/Recommendation
2. CMG is invited to note and comment on this paper.

Background and context
Paragraphs 3 – 14 have been removed as exempt from release due to FOI.

Risk Management
15. Student satisfaction is currently a red risk on the University Risk Register.

Equality & Diversity
16. There are no Equality and Diversity issues identified directly from this paper.

Next steps/implications
17. CMG to consider the implementation of the proposed project.

Further Information
18. *Author*   *Presenter*
      Jo Craiglee   Gavin McLachlan
      Head of Knowledge Management   CIO and Librarian to the University
      16 March 2016

Freedom of Information
19. Paper is **closed** for reasons of commercial in confidence.

CENTRAL MANAGEMENT GROUP

12 April 2016

Worktribe Research Management System Update

Description of paper
1.   The purpose of this paper is to update CMG on the strengthening of access controls for salary data within the Worktribe Research Management System.

Action requested/Recommendation
2.   Central Management Group is asked to consider and endorse the proposals for managing access to salary data within Worktribe

Paragraphs 3 – 7 have been removed as exempt from release due to FOI.

Risk Management
8.   The risks include
- failure to meet data protection requirements
- inappropriate use of salary costing data
- concern or annoyance amongst staff that their salary details are accessible to colleagues which may give rise to equality concerns

The risks will be managed by
- limiting the extract of data from HR/Payroll to Worktribe to *research related* staff
- initially restricting access to key users in Schools
- having two categories of user access for Principal Investigators, without/with salary access
- comprehensive registration process incorporating Head of School approval
- user education and training
- exception reporting
- working with Records Management to ensure compliance with new legislation expected by mid-2018
- further discussion with Worktribe with a view to achieving improved security settings

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

Next steps/implications
10. The next steps are to ensure that by the actions identified above are completed prior to go-live.

Consultation
11. The Worktribe Project Board, Planning, HR, Records Management, Internal Audit, Finance and the Research Support Office have been consulted on this issue.

Further information

12.

Author   Presenter
Elizabeth Welch   Hugh Edmiston
Director : Finance Transactional   Director of Corporate Services
Services
15 February 2016

Freedom of Information

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

CENTRAL MANAGEMENT GROUP

12 April 2016

Sustainable Business Travel Advice and Communications Plan

Description of paper

1. This paper provides information and advice to inform sustainable travel choices and an associated proposed communications plan for discussion and agreement.

Action requested/Recommendation

2. The group is asked to consider and endorse the Sustainable Travel Advice and approve or provide additional suggestions for the communications plan.

Background and context

3. Travel is an integral part of working in both academia and support groups, and international travel is key to the University enhancing its global presence and meeting its future objectives. The level of University travel is expected to continue to rise in the period to 2025, especially in the use of flights. There are clear benefits to travel and in many cases travel will remain vital, but there are also associated costs, risks and carbon implications.

4. Analysis of carbon emissions as part of the ongoing review of the climate strategy suggests transport including aviation emissions are now our third most significant source of emissions after gas and electricity use. Additionally there are costs and risks associated with travel, meaning that if alternatives are available, then they should be considered where effective and appropriate. The annual cost of flights, should current growth be continued, is expected to rise from £4.1m in 2014-15 to an estimated £8.75m in 2024-25. In carbon terms, using the train where feasible can reduce emissions by 80%.

5. If expected trends continue, business travel emissions could double by 2025, accounting for 22% of the University's overall carbon emissions, with aviation around 90% of total transport emissions. Stakeholders interested in sustainability will often attach significant weight to the ability of organisations to manage their use of aviation.

6. The approach proposed is not about imposing inappropriate central control on a critical area of university business, but rather about raising awareness of the cost and carbon impact of existing travel choices, and seeking to promote various alternative travel choices when appropriate and available.

7. Increasingly, large companies and other public bodies are exploring alternative modes of transport and greater use of technology such as high-end videoconferencing, to supplement travel by air/trains and car when appropriate. These initiatives often report a variety of benefits which potentially include lower carbon emissions, financial and time savings and better work-life balance. In parallel with raising awareness, there is likely to be a need for further thought to be given to whether the current balance and mix of video-conference equipment is sufficient,

and whether increased opportunities to reduce cost, carbon and improve efficiency, are available.

8.   A short, focused review of the current business travel guidance around the University took place in 2015 and various stakeholders were consulted including finance, procurement, international office, researchers and school administrators. The review found that amongst those consulted that there is currently perceived to be a lack of clarity on what is permitted with regards to business travel. During the consultation, questions were also raised about whether there is appetite at the University for a clearer business travel policy. The proposed sustainable travel advice is seen as a useful first step on a process that would seek over time to improve technological options, develop complementary and alternative travel options, and improve data and incentives surrounding travel cost and risk management.

9.   The proposed Sustainable Travel Advice is included as Annex 1. The purpose of the document is to offer advice on how to choose the most carbon efficient travel mode and promote non-travel solutions that may help save time and costs. In late 2015 the SRS Committee endorsed the advice with a recommendation that this should be approved by Central Management Group alongside a communications strategy for the advice.

Discussion
10. As requested by the SRS Committee, a communications plan is proposed to communicate the Sustainable Travel Advice and ultimately contribute to reductions of carbon emissions from business travel:

- Encouraging more carbon efficient methods of travel within mainland UK. Use a varied approach including social media, and develop links with budget holders, travel bookers, and senior staff who can help to roll out messages and encourage action within their areas of operation.

- Support staff with clear asks through a pledge and other opportunities for staff to sign up to a voluntary commitment. Staff would pledge publicly to use alternatives to flying where possible or reduce or stop flying for a period of time. Pledges will be then advertised to raise awareness of the impact of flying.

- Integrate with other established University's sustainability activities, such as the Sustainability Awards and network of sustainability champions.

- Expand and promote existing links with travel management companies and rail providers to promote and incentivise low carbon travel. A recent example is the recently negotiated deal with Virgin East Coast for rail travel to London which includes complementary first class upgrades under certain conditions.

Proposed Timeline and Next Steps
11. The proposed communications plan lasts for 15 months, commencing May 2016 and completing in July 2017. There has been significant interest to date in the development of advice and support in this area which can be built upon.

Timeline	Audience	Communications	Who
Phase 1: Planning May 2016 – July 2016	Staff	• Develop materials for roll out • Link and ensure alignment of messages • Identify 'carbon pledge volunteers' who will document their low carbon business travel over the next year	• SRS / CAM
Phase 2: Launch August 2016	All staff, particularly senior managers and sustainable travel enthusiasts	• Launch event in August 2016 to showcase carbon pledge volunteers	• SRS
Phase 3: Implementation August 2016 – July 2017	Senior managers /	• Sustainable Business Travel Advice rolled out to Senior Managers and Administrators with provision of print materials for cascading	• SRS
	Sustainability Awards teams	• Face-to-face meetings to explain Sustainable Business Travel plan, encourage participation as 'carbon pledge volunteers', and to provide print materials to share in workspaces • Invite to launch event in September 2016	• SRS
	Academics	• Promote Sustainable Business Travel advice through the existing SRS Academic network • Possible email to all staff • Invite to launch event in September 2016 • Social media campaign • Print materials in workspaces • Internal news campaign	• SRS • Heads of Schools and Units • HR • CAM
	All professional staff	• Possible email to all staff • Invite to launch event in September 2016 • Social media campaign • Print materials in workspaces • Internal news campaign	• SRS • Heads of Schools and Units • HR • CAM

	External stakeholders – local Government, the EAUC	• Opinion pieces focusing on individual stories of the Carbon Pledge Volunteers, showcasing the University's encouragement of individual actions	• SRS / CAM
Phase 4: Evaluation August 2017	Senior Managers	• Presentation of results • Invite to summary event in August 2017 • Encourage senior manager buy-in of Sustainable Travel advice • Invite to summary event in August 2017	• SRS • CAM • Heads of Units • Staff champions
	All staff and academics	• Presentation of results through internal news • Encourage senior manager buy-in of Sustainable Travel Advice • Invite to summary event in August 2017	• Staff champions • HR • SRS • CAM
	External stakeholders	• Press release announcing Sustainable Business Travel Advice • Possible invite to summary event in August 2017	• CAM • SRS

Resource implications

12. Implementation and promotion of the advice will come from within existing resources. Over time, the University may wish to invest to develop improved technological options on a spend-to-save basis. Experience from elsewhere suggests there may be opportunities to reduce the growth in transport costs otherwise expected, with associated carbon and cost savings.

Risk Management

13. The main risk is that staff, particularly academics, could perceive the advice as inappropriate and directional, rather than as awareness raising and advisory. Communication with support from key leaders, managers and administrators is crucial to avoid inappropriate messages being delivered. The presented guidance seeks to support the University in mitigating reputational risk associated with carbon impacts of business travel and to manage rising cost implications of travel.

Equality & Diversity

14. Due consideration for equality and diversity issues has been integrated in the development of the sustainable travel advice and the associated communications plan.

Next steps/implications

15. After formal endorsement of the Sustainable Travel Advice and any feedback on the proposed communications plan, the SRS department and CaM will work to

develop and deliver the communication outlined above and identify 'carbon pledge volunteers' who will document their low carbon business travel over the next year.

Consultation

16. SRS Committee including Directors of Corporate Services, Estates, Finance; the Senior Vice-Principal, University Secretary, Vice-Principal Planning and Resources and the Chief Information Officer. The original advice based on consultation with: procurement; Transport Manager; Insurance Office; Health and Safety; Director and Deputy Director, International Office; (previous) Director, Development & Alumni; Director, Finance Transaction Services; Vice Principal International; Head of Administration, School of Biomedical Sciences; Health & Safety Manager, School of GeoSciences; Environmental Coordinator, EUSA; Learning and Teaching Spaces Technology Manager; Human Resources; Director of GESA

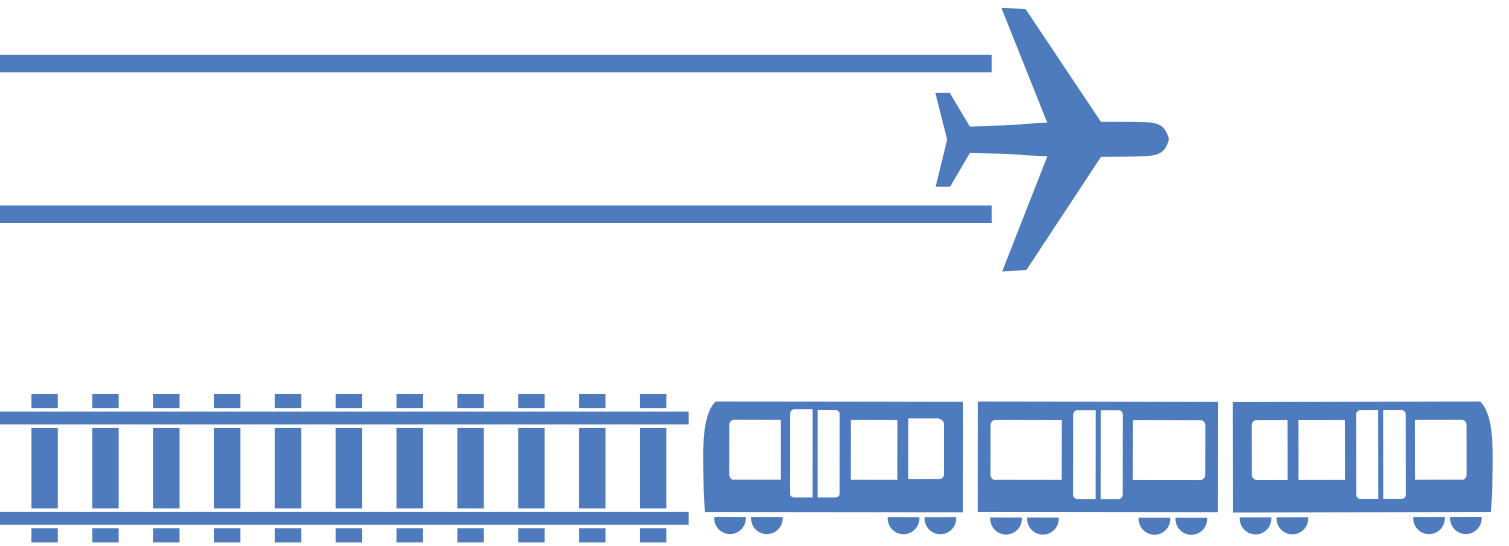**Further information**

17. Author and Presenter
    Dave Gorman
    Director of Social Responsibility and Sustainability

Freedom of Information

18. This is an open paper.

THE UNIVERSITY *of* EDINBURGH

Sustainable Travel Advice

2016

DRAFT awaiting approval

Social Responsibility and Sustainability

Travel is an integral part of working in both academia and support groups. It brings opportunities for collaboration, which are important, impactful and necessary.

At the same time, travel has a significant environmental and financial impact. This guidance offers advice on how to choose the most carbon efficient travel mode and promotes non-travel solutions that help save time and costs.
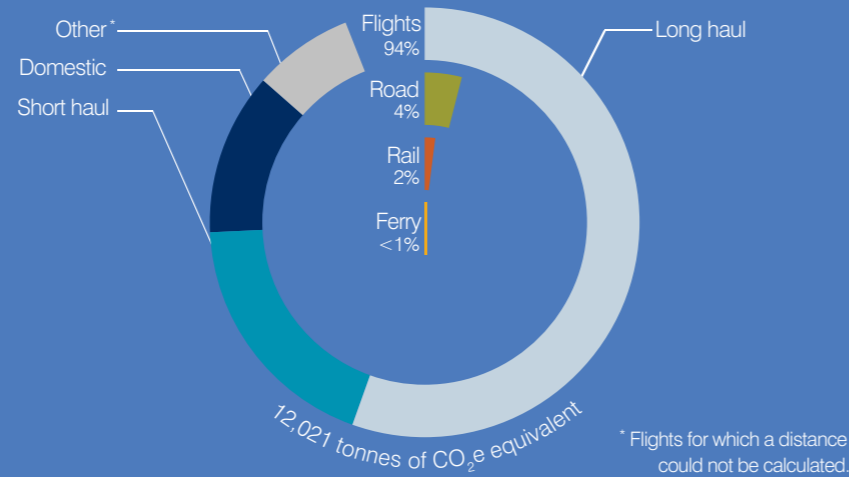
For the 2014/15 academic year business travel emissions were 12,021 tCO_2e, representing the third highest source of CO_2 emissions at the University of Edinburgh after gas and electricity. Flights accounted for 94% of travel emissions (see Figure 1).

Thinking differently about the way we travel can help reduce our environmental impact while maintaining the value of outside contact and connections.

If you're interested in cutting your carbon footprint, then sustainable travel may be a great way to start.

Travelling more sustainably might have a bigger environmental impact than other things you can do at work. This is because many academic and professional staff have the freedom to make travel choices.

Figure 1 University business travel carbon emissions 2014/15

Other *
Domestic
Short haul
Flights 94%
Long haul
Road 4%
Rail 2%
Ferry <1%

12,021 tonnes of CO_2e equivalent

* Flights for which a distance could not be calculated.

What you can do

Choosing more sustainable travel options does not necessarily have to cost more, or take more time.
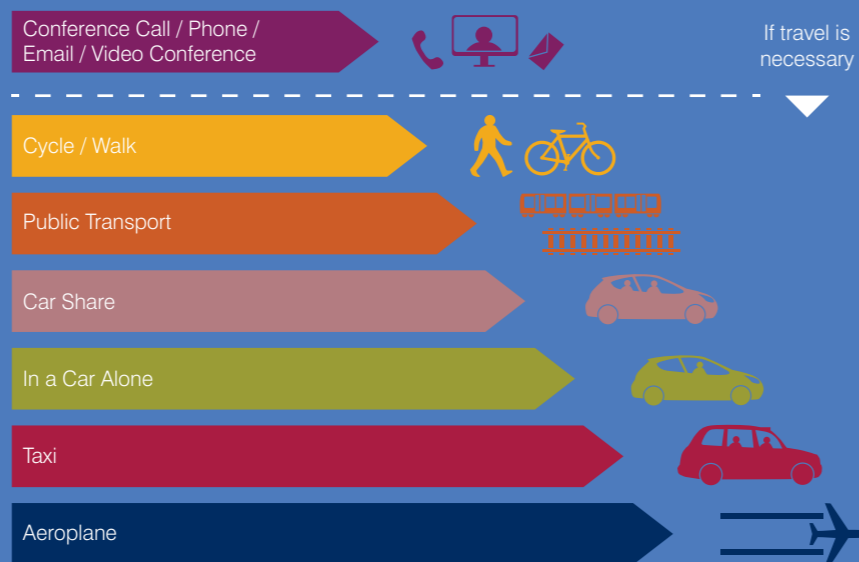
The Travel Hierarchy (Figure 2) gives an overview of the carbon efficiency of different modes of transport.

Overall, from an environmental perspective, it is best to use phone, email or video conferencing.

Where travel is necessary and walking or cycling is not feasible, consider public transport, with a preference for taking the train for longer journeys. When driving is the only practical option, consider car sharing.

Flying domestically emits over five times as much CO_2e (Figure 3) and often costs more than travelling by train.

Figure 2 Travel Hierarchy: low to highest emissions

Conference Call / Phone / Email / Video Conference

If travel is necessary

Cycle / Walk
Public Transport
Car Share
In a Car Alone
Taxi
Aeroplane

Your choices >
Video conferencing

The easiest and most efficient way to reduce emissions from business travel is by collaborating digitally.

This decreases financial costs by avoiding payment for the journey, improving staff productivity and reducing environmental costs by minimising CO_2 emissions.

If your journey can be avoided through a video conference, local computer video software, a telephone conference or a telephone call, then this may be the most efficient choice.

There are three high-end video conferencing suites, located in the Main Library, JCMB and Holyrood campus, as well as several local suites managed by Schools and Departments around the University.

The suites can be booked through an online platform and support is offered on the University website.

More information about video conferencing can be found at **www.edin.ac/1xpBLLz**

Skype is another excellent desktop option for colleagues. Calls to other Skype users are free which make it a cost effective option when deciding on the best methods.

A range of other digital collaborative tools are available. Contact Information Services for advice on which app best suits your needs.

In addition to the Information Services managed suites, there are others available on every campus. Ask your local colleagues for details.

Your choices >
Reducing your travel needs

When travel is necessary, it may be possible to reduce emissions by cutting the total number of journeys. For example, you could:

- Bundle up meetings – try to schedule multiple meetings into one journey and consider staying overnight if all meetings cannot happen on the same day.

- Check if any colleagues are attending events in the same country and could represent your interests.

Figure 3 CO_2e emissions (kg) per passenger km

Domestic flight
0.28 $kgCO_2e$

Small car
0.19 $kgCO_2e$

Rail
0.05 $kgCO_2e$

Your choices >
Travelling to London

Journeys to London account for the majority of flights at the University of Edinburgh.

Based on 3 years of University data, travel to London by train was at least 39% cheaper and is much better for the environment than flying (see Figure 5).

The difference in cost is particularly apparent when the whole cost of travel is considered, including such expenses as the transfer to and from airports.

A train journey to London can take as little as four hours, so while it will not always be possible to get there for a 9 o'clock meeting, it may be worth considering taking at least one leg of your trip by rail.

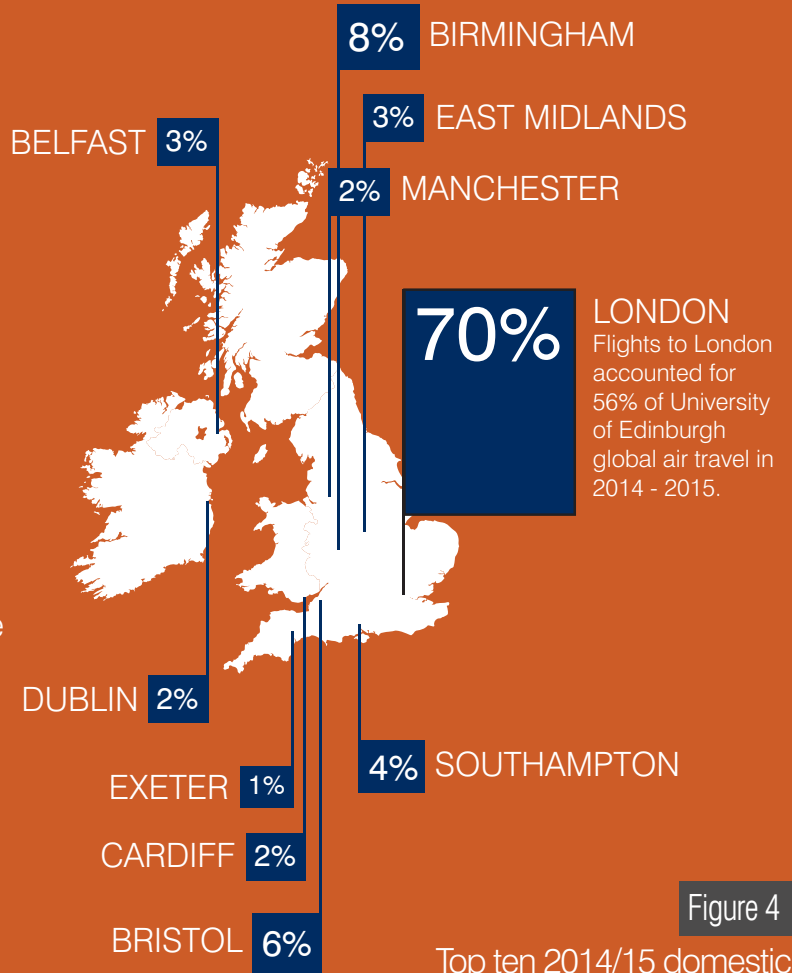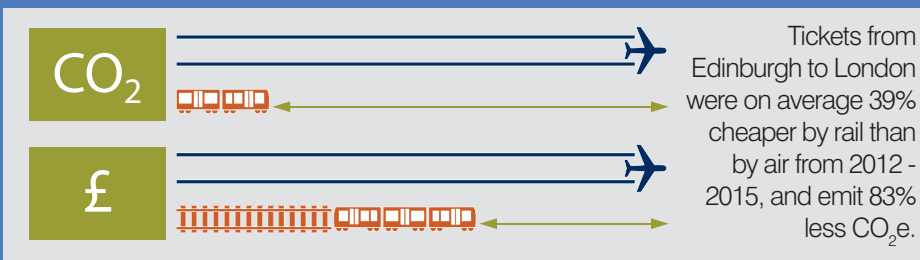Consider asking the organiser if a meeting can start later to accommodate your schedule when travelling by train.

8% BIRMINGHAM

3% EAST MIDLANDS

BELFAST **3%**

2% MANCHESTER

70% LONDON
Flights to London accounted for 56% of University of Edinburgh global air travel in 2014 - 2015.

DUBLIN **2%**

4% SOUTHAMPTON

EXETER **1%**

CARDIFF **2%**

BRISTOL **6%**

Figure 4

Top ten 2014/15 domestic flight destinations at UoE

Figure 5   Emissions and costs of London travel 2012-15

CO_2

£

Tickets from Edinburgh to London were on average 39% cheaper by rail than by air from 2012 - 2015, and emit 83% less CO_2e.

Your choices >
Travelling elsewhere

The class in which you travel also has an impact on carbon emissions from your journey, due to the additional space taken up by seats in higher classes, compared to economy.

+75% First class

+66% International Business class

+37% Premium economy

+33% Domestic Business class

Figure 6   Estimated increase in aviation emissions by class

Sustainable travel advice
Chris Litwiniuk, Alexandra Kuklinski

March 2016

More information is available at **www.ed.ac.uk/sustainability/travel**
This publication can be made available in alternative formats on request.

Department for Social Responsibility & Sustainability, 9 Hope Park Square, Edinburgh, EH8 9NP.

SRS.Department@ed.ac.uk

+44 (0)131 651 5588

www.ed.ac.uk/sustainability

100% recycled, printed using vegetable inks

Sources: University of Edinburgh Travel Data & Defra

THE UNIVERSITY *of* EDINBURGH

CENTRAL MANAGEMENT GROUP

12 April 2016

Finance Director's Report

Description of paper
1.   The paper summarises the finance aspects of recent activities on significant projects or initiatives.

Action requested/Recommendation
2*.*   Central Management Group is asked to note the content and comment or raise questions. CMG colleagues can use this report to brief their teams on Finance matters.

Background and context
3.   The paper provides a monthly update on finance related issues for Central Management Group

Paragraphs 4 – 20 have been removed as exempt from release due to FOI.

Resource implications / Risk Management
21. There are no specific requests for resource and the risks associated with Pensions is already on the University register. An updated risk register entry related to finance has been submitted to the Risk Management Group.

Equality & Diversity
22. 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.

Next Steps/implications
23. Requested feedback is outlined above.

Further information
24.   *Authors*   Presenter
       Lee Hamill   Phil McNaull
       Deputy Director of Finance   Finance Director
       23rd March 2016

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

CENTRAL MANAGEMENT GROUP

12 April 2016

Procurement Law Update

Description of paper
1.   This paper updates the Central Management Group on the changes to procurement laws during 2016.

Action requested/ Recommendation
2.   CMG is invited to note updated changes to our responsibilities, outlined in the paper, that formal procurement advice is to be sought, as soon as possible, if a budget-holder plans to spend £50,000 (on goods or services) or £2 million (on works).   A budget-holder may be Court Delegated Authority (see DAS) or staff, who are sub-delegated[1]. Procurement Risk Management Executives (PRiME) agreed by CMG are briefed on the detail.

Background and context
3.   The new EU and Scottish Procurement laws apply to the University because we are currently viewed as a "public contracting authority". This status is based on the classification of our University's income sources (this is being kept under review).

4.   Some procurements may be '*excluded*' or '*light touch'* if they meet the legal criteria for this. The University procurement office and legal services have developed advice and training. Principles of good procurement, process controls and evidence are delegated under DAS.

Discussion
5.   *Summary of key changes this year:*
    1 November 2015: 'Fair Work' practices, including re *Living Wage* (Statutory Guidance)

6.   **18 April 2016: (Statutory Guidance)** re £50,000 goods/services or £2million works and new EU Rules (*see summary in diagram*), including:
- *Public* University Contracts Register which must be available online
- *Public* Notices for Contracts plans for £50,000 goods/services; £2million of works
- *Preliminary* Market Consultation encouraged if *transparent, fair, evidence equal treatment*
    o   Competitive Procedure with Negotiation - now has fewer restrictions applied
    o   Prior Information Notice as a call for competition - time can be shorter for bidders
        ➢ Dynamic Purchasing Systems - new kind of framework arrangement
        ➢ Innovation Partnerships - new kind of IP sharing and procuring outputs
    o   Other procedural and reporting changes also apply
- *Mandatory Exclusions*: <u>no bidders to be invited</u> if criminal, fraud, tax/social security etc. convictions and other 'discretionary' exclusions which are specified.

---

[1] the University has six main budget-holders and delegated authorities of the University Court, who can sub-delegate to staff.

- **European Single Procurement Document (Scotland)** one document replaces Pre-Qualification Questionnaire (PQQ) components for EU shortlists – must state in Public Notices (Statutory Guidance issued 23 March 2016).
- **Award Notices** including call-offs, debrief and remedies **duties applied to these values.**

7. **1 June 2016: Sustainable Procurement Duty –** we <u>must consider</u> if we require contracts to: improve economic, social, and environmental wellbeing of the University's area[2] ; or to facilitate small and medium enterprises, third sector bodies; supported businesses taking part in bidding process; or to promote innovation. This involves an element of appropriate consultation as well. **Community Benefits** – we <u>must consider</u> if we wish clauses to require community benefits in contracts over £4million (or at lower values - optional) included in contracts and tracked.

8. **31 December 2016 Public Annual Procurement Strategy & Reports[3] to be online.**
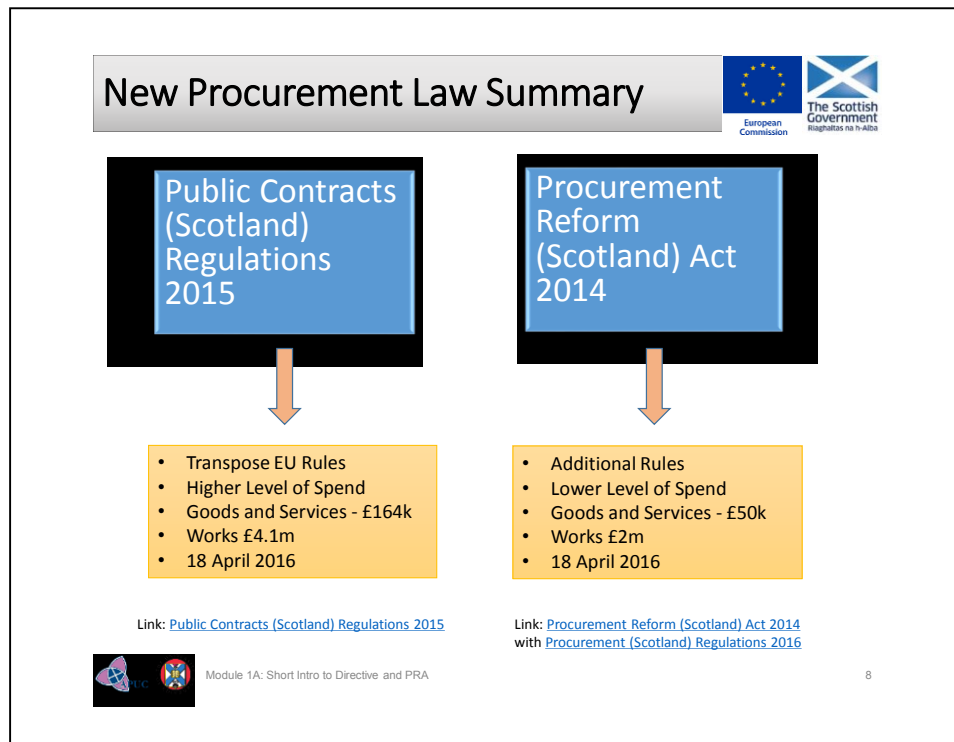
Resource implications
9. Regulated procurements are managed <u>with</u> the University Procurement Office and Legal Services; all resource requests should be included in the planning stages of acquisitions.

Risk Management
10. PRiME nominees for each college/support group/subsidiary company, Planning, Procurement and Legal Services are updated on procurement law perspectives.

---

[2] a contracting authority's 'area' is clear for a city council, for the University we have had clarification it is for our Scottish based addresses

[3] **Report** for 31 December 2016 to 31 July 2017 **and** 1 August 2017 to 31July 2018 as soon as reasonably practicable after 31st July 2018.

This allows local reviews of spending plans[4] and authorisation processes to be adapted and relevant staff to be trained/aware.

Equality & Diversity
11. The new procurement legal duties include 'equalities'; thus no separate EIA is needed.

Next steps/implications
12. The University Procurement Strategy and shared Contracts Register needs updated. PRiME should identify key staff who require detailed training or awareness sessions.

Consultation
13. University Legal Services have advised throughout.

Further Information
14. *Author*   *Presenter*
      Karen Bowman   Tracey Slaven
      Director of Procurement   Deputy Secretary Strategic Planning

Freedom of Information
15. This paper is open.

---

[4] Regulated procurement starts at £50,000 for goods or services or £2million for works, or £4million for community benefits considerations.

THE UNIVERSITY of EDINBURGH

CENTRAL MANAGEMENT GROUP

12 April 2016

Health and Safety Quarterly Report: Quarter 2: Dec 2015 – Feb 2016

Description of paper
1.   This paper provides a summary of health and safety related incidents that took place during the period 1 December 2015 to 29 February 2016, as well as relevant health and safety issues and developments, to provide information and assurance to the Central Management Group (CMG) on the management of health and safety matters.

Action requested/Recommendation
2.   CMG is asked to note the contents of the report, the statistics included in the Appendices as illustrative of the University's accident and incident experience, and the significant issues and developments outlined on pages 2 and 3 of the report.

Paragraphs 3 – 18 have been removed as exempt from release due to FOI.

Risk management
19. The University has a low risk appetite for both compliance risks and for people risks. Monitoring of health and safety accidents, diseases and incidents ensures that risks to health are being managed and provides an early warning of more serious issues

Equality & Diversity
20. This reports raise no major equality and diversity implications.

Next steps/implications
21. Quarterly Health and Safety Reports have now reverted to the more familiar reporting periods, as follows: Q1: Sep-Nov; Q2: Dec-Feb; Q3: Mar-May; Q4: Jun-Aug.

Consultation
22. This paper will also be presented to the next meeting of the Audit and Risk Committee.

Further information
23. *Author*   *Presenter*
    Alastair Reid   Hugh Edmiston
    Director of Health and Safety   Director of Corporate Services
    23 March 2016

Freedom of Information
24. This paper is **closed** as its disclosure would substantially prejudice the commercial interests of any person or organisation.

CENTRAL MANAGEMENT GROUP

12 April 2016

Service Excellence Programme

Description of paper
1.   This paper provides Central Management Group with an initial communications script on the Service Excellence Programme (SEP).

Action requested/Recommendation
2.   Central Management Group is asked to note the initial communications on the SEP.

Paragraphs 3 – 6 have been removed as exempt from release due to FOI.

Risk Management
7. The University has low appetite for deviating from best practice in project and change management and major change activities will be managed accordingly.

Equality & Diversity
8. There are no direct equality and diversity implications in this paper.

Next steps/implications
9.   A full communications plan will be worked up as a priority and CMG will receive regular updates on the work of the Programme.

Further information
10.
Author & Presenter
Ms Sarah Smith
University Secretary

Freedom of Information
11. This paper is closed.

THE UNIVERSITY of EDINBURGH

CENTRAL MANAGEMENT GROUP

12 April 2016

Report from Fees Strategy Group

Description of paper
1.   This paper sets out the recommendations for tuition fees approved by Chair's action by the Fees Strategy Group (FSG) which CMG are invited to endorse.

Action requested/ Recommendation
2.   CMG is invited to approve the tuition fee proposals set out below.

Paragraphs 3 – 6 have been removed as exempt from release due to FOI.

Risk Management
7.   The proposals for fee rates included in the papers takes into account the institution's appetite for financial risk as well as student experience and reputation.

Equality & Diversity
8.   Equality and diversity issues are considered as part of the on-going monitoring of fee levels by FSG and its Secretary.

Next steps/implications
9.   Once endorsed, the fees will be published by Scholarships and Student Funding Services and on School and other websites.

Consultation
10. The paper has been reviewed by Tracey Slaven, Deputy Secretary Strategic Planning

Further information
11. *Author*
    Peter Phillips, Deputy Director of Planning
    Governance and Strategic Planning
    March 2016

    Presenter
    Tracey Slaven, Deputy Secretary Strategic Planning

Freedom of Information
12. This paper should be **closed** as disclosure would substantially prejudice the commercial interests of the University.

THE UNIVERSITY *of* EDINBURGH

CENTRAL MANAGEMENT GROUP

12 April 2016

Principal's Strategy Group

Committee Name
1. Principal's Strategy Group (PSG).

Date of Meeting
2. 22 February 2016.

Action Required
3. Provided for information.

Key points
4. Among the items discussed were:

a) Public Affairs
Mr Owen Kelly presented his report on recommendations to the University for improving handling of Public Affairs matters. Discussion points included:

- A general acceptance that we are not adept at identifying and nurturing relationships that may result in future key influential appointments/political leaders.
- The above point is also relevant to identifying and nurturing our own internal leaders.
- It is a long game and the senior team should invest regular time in public affairs activity now that will serve the University 10/15 years ahead.
- The links with senior Civil Servants also need to be part of any consistent drive to build engagement.
- The personal networks of members of PSG and CMG at Scottish, UK and EU level will engender a key contact list. In addition, our top 200 alumni could bolster this key influencers list significantly.
- It is acknowledged that the University is a large and multi-layered organisation and as such it may not be feasible, or efficient, to try to share information and intelligence across all parts. However, dramatically improving the links and coordination between the key specialist areas such as D&A, Industry facing and Government facing should be achievable.
- The political machine of a party can be more important than individuals, to this end the University should consider deeper engagement at the key party conferences.

The University Secretary is the lead on taking forward this work.

b) Business Planning Round 2016-19
PSG discussed the draft plans agreeing that the focus should be on opportunities for growth, income generation and efficiency savings.

c) Carnegie Centenary Professorships

Heads of College were asked to consult with colleagues on any nominations for this round and to bring forward any names for consideration at PSG on 23rd May.

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
   28 March 2016

Freedom of Information

8. Open Paper.