



**CENTRAL MANAGEMENT GROUP**

**17 May 2016**

**Minute**

**Present:**

The Principal (Convener)  
Senior Vice-Principal Professor Charlie Jeffery  
Vice-Principal Professor Chris Breward  
Vice-Principal Professor Dorothy Miell  
Mr Hugh Edmiston, Director of Corporate Services  
Mr Gavin McLachlan, Chief Information Officer  
Mr Phil McNaull, Director of Finance  
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  
Ms Leigh Chalmers, Director of Legal Services  
Mr Gavin Douglas, Deputy Secretary, Student Experience  
Professor Charlotte Clarke, Head of School of Health in Social Science  
Mr Brian MacGregor, Director of User Services Division  
Professor Lesley McAra, Assistant Principal Community Relations (for item 6)  
Ms Moira Gibson, Head of External Affairs (for item 6)  
Ms Kirstie Graham, Deputy Head of Court Services

**Apologies:**

Ms Sarah Smith, University Secretary  
Vice-Principal Professor Mary Bownes  
Vice-Principal Mr Chris Cox  
Vice-Principal Professor Richard Kenway  
Vice-Principal Professor Jeff Haywood  
Vice-Principal Professor Andrew Morris  
Vice-Principal Professor Jane Norman  
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  
Ms Zoe Lewandowski, Director of Human Resources  
Dr Ian Conn, Director of Communications and Marketing  
Mr Dave Gorman, Director of Social Responsibility and Sustainability  
Mr Gary Jebb, Director of Estates

The Minute of the meeting held on 12 April 2016 was approved.

## **2 Principal's Communications**

The Principal reported on the following: congratulations to Edinburgh College of Art for Brian Eno's recent successful visit and lecture; the University's hosting of two major online learning conferences; the high calibre of promotions for professorships at the CAPC; the implications of the recent White Paper for higher education in Scotland; the positive relationship with Edinburgh City Council in developing the City Deal.

### **SUBSTANTIVE ITEMS**

#### **3 Planning Round Submissions**

**Paper B**

CMG considered the draft plans, noting that final proposals would be submitted to Policy and Resources Committee on 6 June. SFC had now published the final funding letter and, while challenging, the plans should be able to deliver the necessary surplus as well as some additional investment. The University needs to demonstrate robust financial sustainability as well as ensuring strategic leverage at University level, taking into account the cross university priorities identified by the thematic Vice-Principals.

The need to invest and support expansion of online and international recruitment was noted. In relation to online learning there was discussion of the role of the new Assistant Principal Digital Education; the importance of platforms to support online growth including encouraging and promoting the use of a standard suite of platforms; and sharing expertise across the University. The importance of growth in international numbers to maintain financial stability was also discussed

#### **4 Strategic Plan Performance Measurement**

**Paper C**

CMG noted the Strategic Plan 2016-21 will be presented to Court on 20 June 2016 for approval and considered a proposed approach to performance measurement for the new Plan. Consultation had identified that for the current strategic plan monitoring process there had been a lack of clarity around oversight of strategic and management measures. The proposed framework differentiated between strategic measures monitored by Court and a management dashboard monitored by CMG. The contribution activities by schools and support units would be integrated into the annual business planning process. This would ensure Court was able to focus on the overall strategic picture whilst providing the mechanism for this strategic oversight to be built up from operational level. CMG endorsed the proposed approach.

## **5 Community Engagement Strategy**

**Paper D**

Professor Lesley McAra, Assistant Principal Community Relations and Ms Moira Gibson, Head of External Affairs spoke to the draft Community Engagement Strategy 2016-18, based on the findings of an audit of University activity in the community as at 2014.

They noted the range of activity taking place across the University, much of it led by motivated individuals, which was not coordinated or part of a larger strategy. These presented opportunities to share existing activity, map relationships to identify gaps and opportunities and support staff through developing communities of practice as part of a larger vision for a Learning City.

CMG discussed the range of existing activity, future opportunities to engage with the wider community at all levels and the link to the aspirations of the new Strategic Plan. There was discussion of how to capture and communicate this more effectively, recognising the two way nature of communication and the range of communication channels. The role of social entrepreneurship and the student experience were also noted. CMG approved the Community Engagement Strategy and noted the intent to align language to the new Strategic Plan as it is finalised.

## **6 Student Recruitment Strategy**

**Paper E**

CMG considered a new University student recruitment strategy intended to develop a coherent approach in the context of an increasingly complex and competitive student recruitment environment. Implementation of the strategy would be overseen by the University Recruitment & Admissions Strategy Group (RASG), with operational delivery in Colleges and Schools.

The previous discussions in relation to the Planning Round on growth in online and international students were noted as an important context for developing the recruitment strategy.

## **7 Finance Directors Update**

**Paper F**

The Director of Finance spoke to the latest financial update, noting that the report was intended for wider circulation by colleagues to brief staff. There was discussion of the layout of Appendix A, which provided some leading and lagging indicators to indicate the future financial position of the University. Members agreed it was important this was easily comprehensible by non finance staff and contained key data to enable an over view of trends and noted the layout was still being developed in response to user feedback.

**8 University Risk Register 2016-17** **Paper G**

CMG reviewed the draft University Risk Register 2016/17 and Statement of Risk Appetite prior to onward transmission to Audit and Risk Committee and finally Court for approval. There was discussion of the risk around the referendum and it was agreed this should be red at this time and it was also agreed the Alan Turing Institute should remain on the University Risk Register for the time being due to some issues emerging between the Board and executive.

**9 Enterprise Risk Management Review** **Paper H**

CMG noted the findings of a recent review of risk management processes by PwC which found the University was in the upper quartile in the HE sector with many examples of good practice. The University was looking to improve its processes from an existing solid base and there was work identified to streamline the administrative processes, reduce the number of risks on the University Risk Register and embed a risk culture across the University, which would be taken forward through Risk Management Committee.

**10 Tackling sexual harassment on and around campus** **Paper I**

CMG considered a proposed campaign to help tackle issues of sexual harassment on and around campus. This was a joint campaign between the University, EUSA and EUSU to raise awareness of the issue of sexual harassment and to encourage staff and students to challenge it if they come across it. A group comprising representatives from the University, EUSA and EUSU would develop and implement the campaign with a University steering group including the VP People and Culture and the Deputy Secretary, Student Experience involved at critical points of the project to ensure appropriate oversight of major decisions. CMG endorsed the campaign as set out in the paper.

**11 Pay Negotiations** **Verbal**

CMG noted that the 2016/2017 National pay negotiation meetings had concluded with a full and final offer of 1.1% on all points of the national pay spine, with higher uplifts for points one to seven. All five trade unions had rejected this offer and signalled their intent to invoke the dispute resolution procedure. Following a statutory ballot of its members, UCU called for strike action on 25 and 26 May and for its members to take action short of a strike, in the form of working to contract from 25 May. A number of other unions may undertake a consultative ballot to gauge member interest in taking industrial action. Contingency groups had been established to risk assess and take action to mitigate the impact on student progression and graduation.

**12 Plans for semester 1 timetabling** **Verbal**

The Chief Information Officer and Librarian to the University reported that the oversight group set up to address timetabling had carried out an early modelling exercise which had indicated that, without the planned interventions, there would have been a similar issue of lack of appropriate teaching space timetabled for the start of semester 1 as experienced this session. Action was being taken, with a Teaching Space Liaison identified in each school and contingency plans in place. Members welcomed the update and continued oversight and reiterated the importance of using the full teaching week when scheduling classes.

**ITEMS FOR NOTING OR FORMAL APPROVAL**

**13 Remove the Codes of Practice on the Abuse of Alcohol/Drugs by Students** **Paper J**

CMG approved the archiving of the above Codes of Practice as set out in the paper.

**14 Proposals for Chair Establishment and Changes** **Paper K1  
Paper K2**

CMG approved the foundation of an AXA Chair of Medical Bioinformatics and Epidemiology in the College of Medicine and Veterinary Medicine and the foundation of a Chair Applied Marine Biology and ecology and a Chair of Natural Hazards Science in the College of Science and Engineering, as set out in the papers.

**15 Fees Strategy Group** **Paper L**

CMG approved the tuition fee proposals for the MSc Landscape and Wellbeing and fee rates for overseas MBChB students as set out in the paper.

**16 Principal's Strategy Group** **Paper M**

The report was noted.

**17 Date of next meeting**

The next meeting will be held on Tuesday, 14 June 2016 at 10.00 am in Raeburn Room, Old College.