



THE UNIVERSITY of EDINBURGH

CENTRAL MANAGEMENT GROUP
Raeburn Room, Old College
4 October 2016, 10 am

AGENDA

- 1 Minute** **A**
To approve the minutes of the previous meeting held on 30 August 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 Procurement Strategy** **B**
To consider and approve the paper by the Director of Procurement.
- 5 Home Office Immigration Requirements** **C**
To consider and approve the paper by the Director of Student Systems
- 6 Service Excellence Programme** **D**
To note the update from the Director of Student Systems
- 7 Finance Director's Update including Analytic Review of 2015/16** **E**
To consider and comment on updates by Director of Finance.
- 8 People Report** **F**
To consider and comment on updates by Director of Human Resources.
- 9 Internal Audit Status Report** **G**
To consider and note a report by the Chief Internal Auditor.
- 10 Health and Safety Quarter 4 Report** **H**
To consider and note a report by the Director of Corporate Services.
- 11 Any Other Business** **Verbal**
To consider any other matters by CMG members.

ITEMS FOR FORMAL APPROVAL/NOTING (Please note these items are not normally discussed.)

- | | | |
|-----------|--|------------------------|
| 12 | Fees Strategy Group
To <u>approve</u> . | I1
I2 |
| 13 | Principal's Strategy Group
To <u>note</u> . | J |
| 14 | Date of next meeting
Tuesday, 8 November 2016 at 10.00 am in Raeburn Room, Old College | |



CENTRAL MANAGEMENT GROUP

30 August 2016

Draft Minute

- Present:** Senior Vice-Principal Professor Charlie Jeffery (Convener)
Vice-Principal Professor Dorothy Miell
Vice-Principal Professor Jane Norman
Vice-Principal Professor James Smith
Mr Hugh Edmiston, Director of Corporate Services
Ms Tracey Slaven, Deputy Secretary, Strategic Planning
Mr Gavin Douglas, Deputy Secretary, Student Experience
Mr Phil McNaull, Director of Finance
Ms Zoe Lewandowski, Director of Human Resources
Ms Leigh Chalmers, Director of Legal Services
Professor David Argyle, Head of School of Veterinary Medicine
Professor Ewen Cameron, Head of School of History, Classics & Archaeology
Professor David Gray, Head of School of Biological Sciences
Professor Arthur Trew, on behalf of Vice-Principal Professor Yellowlees
Dr Catherine Elliott, on behalf of Vice-Principal Professor Sir John Savill
Mr Brian MacGregor, on behalf of Mr Gavin McLachlan, Chief Information Officer
- In attendance:** Mr Barry Neilson, Director of Student Systems (for item 3)
Professor Allan Murray, Assistant Principal, Academic Support (for items 5 & 6)
Mr Dave Gorman, Director of Social Responsibility and Sustainability (for items 11,12,13 & 14)
Professor Lesley McAra, Assistant Principal, Community Relations (for items 11,12,13 & 14)
Ms Kirstie Graham, Deputy Head of Court Services
- Apologies:** The Principal
Vice-Principal Professor Jonathan Seckl
Vice-Principal Mr Chris Cox
Ms Sarah Smith, University Secretary
Mr Gavin McLachlan, Chief Information Officer
Mr Gary Jebb, Director of Estates
Professor Jeremy Robbins, Head of School of Literatures, Languages & Cultures
Dr Ian Conn, Director of Communications and Marketing

1 Minute

Paper A

The Minute of the meeting held on 14 June 2016 was approved.

Senior Vice-Principal Professor Charlie Jeffery welcomed new members: Professor David Gray, Professor Ewan Cameron and Professor David Argyle to their first meeting.

2 Principal's Communications

Senior Vice-Principal Professor Charlie Jeffery, on behalf of the Principal, reported on the following: this was the first meeting of CMG following the referendum vote for the UK to leave the EU and the University had undertaken a range of activities over the summer to reassure current and prospective staff and students, including Town Hall meetings across the campus and provision of specialist legal advice; a sub group of Court had been established and had met, the management team was holding weekly communication meetings to consider Brexit implications and the University was engaging through sector bodies and directly on the issues affecting the sector; the Principal was part of the Strategic Funding Group in the current Scottish Budget Negotiation round; Professor Sir Adrian Bird had been awarded a Shaw Prize in Life Science and Medicine and Professor Richard Morris had been awarded the Brain prize, these were both highly prestigious international awards and members noted their congratulations.

SUBSTANTIVE ITEMS

3 EvaSys Course Enhancement Roll-Out

Paper B

CMG considered the final draft of the EvaSys Course Evaluation Policy, which would be re-named as the Course Enhancement Policy. The wide consultation on development of the policy was noted. Members discussed the issues of awareness of unconscious bias and of free text comments that breached the dignity and respect policy, which would be addressed through the existing Code of Conduct.

During discussion it was agreed that awareness of unconscious bias should not just be raised with staff using the data, but also flagged to students when completing the survey. In the longer term, the aggregate data could provide an opportunity for research in this area and CMG supported developing a research base to inform future actions in relation to unconscious bias.

CMG approved the Course Enhancement Policy as set out in the paper.

4 Strategic Performance Measures

Paper C

CMG considered a framework to assess the success of the University against the goals of the recently approved Strategic Plan, to be published in September 2016. The performance framework would operate at different levels for Court and CMG, with a small set of high level measures for Court annually and more comprehensive dashboard reporting for CMG, to be updated regularly.

Members provided a number of comments, including the need to ensure the unambiguous priority of teaching was reflected in the presentation of measures to Court; the importance of qualitative over quantitative measurements, particularly in relation to areas such as industry engagement; the challenge of ensuring indicators were 'leading'.

Members were encouraged to forward any further comments directly to the Deputy Secretary, Strategic Planning to inform development of the framework, which would be presented to a future CMG with the inclusion of baselines and proposed targets.

5 NSS Results

Paper D

CMG considered the results of the NSS student survey, which showed a decline in overall satisfaction and declines in all of the headline categories compared to last year. Initial benchmarking indicated the University's performance against the Russell Group and the Sector as a whole had also declined. This was of particular concern as NSS would drive part of the metrics used in the Teaching Excellence Framework and it was likely that league tables would be produced that included all UK Universities based on these indicators.

CMG discussed the reasons for the results, noting in many cases a disjuncture between the NSS results and the outcome of other forms of student feedback. CMG agreed on the importance of tackling academic underperformance and reinforcing a sense of priority and esteem for teaching activities; and continuing student engagement and communication to address student issues early in the first semester. Other planned activities were noted, including accelerating the timetable for implementing Lecture Capture and the Principal meeting with class representatives.

There was discussion of the role of support services and the estate on the student experience, with particular focus on the importance of student and social space. It was noted that the Space Strategy group had been reconfigured with a long term vision, including study space.

CMG agreed it was essential to send out a consistent message on the importance and value of teaching, while noting that each School is distinctive and central support and direction would require local adaptation and delivery.

6 Assessing Teaching Ability during Staff Recruitment

Paper E

CMG considered a proposed new process to be used during recruitment to academic posts that include an element of student learning, to assess candidates' skills in, and commitment to, teaching. The recommendation was based on the results of a benchmarking exercise involving Schools within the University and others, nationally

and internationally. The requirement was that a practical teaching exercise be included in the recruitment processes. There was flexibility in what form this exercise could take but it was expected that students would be involved in some part of the process.

It was noted that many Schools are already compliant with the proposal, but a University wide policy would be sector leading. There was discussion of guaranteed hours staff and Chancellor's Fellows, which were not explicitly addressed in the paper and the view was that the Policy should aim to be comprehensive in its reach.

CMG endorsed the proposal as set out in the paper for immediate implementation and noted the issue of guaranteed hours staff should be considered as part of the roll out.

7 Finance Directors Update **Paper F**

The Finance Director spoke to his update, noting that the year-end management accounts indicated a higher operating surplus than forecast, partly as a result of one-off income such as RDEC and also accounting changes as a result of FRS17. There would need to be careful consideration given to communication of this message given the wider financial climate.

8 Value for Money Report **Paper G**

CMG considered and endorsed the Value for Money report for 2015-16, to be forwarded to Audit & Risk Committee for consideration as part of the mandatory requirements from SFC.

9 Planning Timetable **Paper H**

CMG noted and approved the annual planning guidance and timetable, noting the ongoing discussions with the Thematic Vice-Principals on inputting into the planning process.

10 Tuition Fees Deposit Policy **Paper I**

CMG considered and approved the Tuition Fees Deposit Policy, as set out in the paper, noting that the proposed policy was presented a 'target operating model', signalling the direction of travel that Colleges should migrate to over the course of the next two years.

11 Draft Institutional Climate Strategy **Paper J**

CMG considered the draft Climate Change Strategy 2016-2026 and there was discussion of the proposed targets, the interface with the University investment policy and with research areas of the university.

CMG agreed the proposed carbon target of “zero by 2040”, approved the Climate Change strategy and endorsed the renewables review group remit.

12 Scottish Government Social Impact Pledge

Paper K

CMG considered the proposal to respond to the invitation, extended by the Scottish Government to Universities, to participate in the Social Impact Pledge. Aligning the University response to evolving projects associated with the Community Engagement Strategy meant that the University was in a position to have a phased programme of pledges for the next three years and beyond. Three pledges had been identified for the first year: Edinburgh City schools engagement; student social enterprise; and student digital ambassadors.

CMG approved the proposal as set out in the paper and wished to ensure the University maximised the benefited from signing up through effective communication of the initiative, internally and externally. It also requested that there was evaluation of the outcome of the pledges.

13 Proposed Prisoner Placement Scheme

Paper L

CMG considered a proposal for a prisoner placement scheme at the University of Edinburgh, to enable prisoners to gain work experience.

Members discussed the importance of ensuring that the University was engaged in all aspects of community engagement, including with victims of crime and other socially disadvantaged groups. It was noted that the University did work with disadvantaged groups, but was not as active in this area as it could be and any proposed work with prisoners would need to be carefully balanced with these existing initiatives. Members were also concerned about the skills, expertise, training and time commitment of staff in SRS, where the support for this initiative would be based. It was agreed that it was essential to have the right skills and support in place and further work was also required on prioritisation with other community engagement activities and the University’s wider contribution to employment from within the community.

It was agreed that the Assistant Principal, Community Relations, Deputy Secretary, Strategic Planning and Director of Human Resources would discuss the proposal further in the light of the issues raised.

14 Good Food Policy

Paper M

CMG considered and endorsed the Good Food Policy.

15 Health and Safety Quarter 3 Report

Paper N

CMG noted a summary of health and safety related incidents that took place during the period 1 March 2016 to 31 May 2016, as well as relevant health and safety issues and developments.

16 UCU concerns about introduction of requirement for staff to record where they are working

Verbal

The Director of Human Resources reminded members of the decision by CMG in relation to the requirement for the University to be able to account for the whereabouts of all Tiers 2 and 5 staff. CMG had taken the view that there should not be a distinction made between the requirements for UK and international colleagues and there should be a proportionate response to recording this information for all staff using existing mechanisms such as the online diary system.

There had been a negative response from the UCU union to this, including a motion at an EGM and the Director of Human Resources had met with Union officials and agreed to share their concerns with CMG. UCU did not support the government decision in relation to Tiers 2 and 5 staff, but recognised the University had to comply with this legislation. However, the view was expressed that the University had used the legislation as an excuse to introduce attendance monitoring for academic staff and they wished the University to remove the requirement that academic staff record when they are working away from their normal place of work for blocks of half a day or more, provided that staff are contactable.

CMG discussed the issue in depth, noting that for many staff this was not a concern and was indeed existing diary practice. Staff required to be contactable for a number of reasons and this was best facilitated by the use of electronic diaries such as Office 365. CMG therefore agreed that it should continue to be a requirement for staff to record when they are working away from the University, but there would be a recognition of the need for the University diary system to be fully rolled out to support this and better communication of what was meant by the requirement and how to comply.

ITEMS FOR NOTING OR FORMAL APPROVAL

17 NPRAS Estates Rates 2017-18

Paper O

CMG approved the revised NPRAS rates for use in the 2017-18 planning round as set out in the paper.

18 Proposals for Chair Establishment and Changes **Paper P**

CMG approved the establishment of a new Chair of Avian Biology in the College of Medicine and Veterinary Medicine and a new Chair of Power Electronics and new Chair of Integrated Sensor Technology in the College of Science and Engineering, as set out in the paper.

19 Fees Strategy Group **Paper Q**

CMG approved the fee proposals from the College of Arts, Humanities and Social Sciences as set out in the paper.

20 Principal's Strategy Group **Paper R**

The report was noted.

21 Date of next meetings

Tuesday, 4 October 2016 at 10.00 am in Raeburn Room, Old College.



CENTRAL MANAGEMENT GROUP

4 October 2016

Procurement Strategy 2016

Description of paper

1. This paper seeks approval for a new University Procurement Strategy 2016 (attached as Appendix 1) and includes Annexes 1-5 of this strategy providing information on the management of procurement for use internally. The Procurement Strategy must be formally approved by the governing body (Court), and be made a public document by 31 December 2016.

Action requested/Recommendation

2. Central Management Group is therefore asked to:

- Consider and approve the Procurement Strategy 2016 for onward transmission to Court via Policy and Resources Committee; and
- Note the following:
 - (a) the work of the procurement risk management executives (PRiME), established by CMG, in January 2015 will continue.
 - (b) any additions from Social Responsibility & Sustainability Committee will be made before finalisation (and submission to PRC) e.g. on sustainability duty.
 - (c) annual reviews of the Strategy and an annual report are to be made public.
 - (d) Annexes to the Strategy will be kept updated and shared with PRiME.

Background and context

3. The Procurement Reform (Scotland) Act 2014 ('the Act') commenced on 18 April 2016, and it applies to the University's Procurement Strategy and to our practices. The Procurement Strategy must be formally approved by the governing body (Court), and be made a public document by 31 December 2016. Under the Act, this strategy must be reviewed and reported on annually e.g. in University Annual Report and Accounts.

4. 'Regulated' procurement is defined in law since 18 April 2016, but thresholds may be amended by Ministers, currently it applies to all acquisitions, across the University, for procurement of £50,000 goods, £50,000 services or £2,000,000 of works¹. In Scotland, contracting authorities with an *anticipated* total annual 'regulated' procurement spend of £5million must comply with the Act, and publish a strategy. Subsidiary companies in the University group will seek relevant advice, directly. The University 'regulated' procurement is likely to exceed £200 million p.a.

5. A [procurement and commercial improvement programme](#) assesses progress independently re procurement strategy outcomes, every two years, due 2018.

¹ The thresholds are estimated on whole life costs and recurring services (or associated with goods/works) over 48 months.

Current Procurement Strategy

6. The current [University Procurement Strategy](#) covers the previous Strategic Plan. This was reported on [internally](#) (early 2016), and in June, an external assessment ([PCIP](#)), an independent Full Assessment (by APUC Ltd), found the procurement strategy and actions of this University were rated in the highest scoring bracket (F1: over 70%²). This gives management assurance on progress on strategies. PRiME have been given reports on related projects and on analytics this year.

Drafting new strategy (for Dec 2016) and annual reports (from 2017)

7. The University Procurement Strategy activity underpins the Strategic Planning. Underlying principles are consistent with the currently used procurement strategy. PRiME were consulted on this drafting and its comments were taken into account.

8. The approach to content has been one of caution, due to new legal definitions. Next year (and subsequent) annual reports on progress will be made public. The strategy content has to comply with a statutory duty, as is stated below.

9. Annual Report content is also defined in the Act³; but further guidance yet may be given by Scottish Ministers and it will cover from January 2017 and full FY2017-2018 with a look forwards at 'regulated' procurement, (say) up to FY2019-2020 +.

Statutory Content of Procurement Strategy 2016

10. The procurement strategy will (in a supporting action plan), describe consideration relevant to types of goods, capital works and services contracts, as well as the mandatory statements⁴ we must provide on how the University –

- consults and engages with those affected by its procurements;
- procures in compliance with the sustainable procurement duty;
- promotes compliance by contractors and sub-contractors with the Health and Safety at Work etc. Act 1974;
- plans, when selecting tenderers and awarding contracts, to take into account issues such as how businesses perform as ethical employers – e.g. do they treat their employees fairly, with respect, pay a living wage and have good employee relations?
- approaches the procurement of fairly and ethically traded goods and services;
- has a general policy on how it intends its approach to regulated procurements involving the provision of food to -
 - a. improve the health, wellbeing and education of communities in the authority's area⁵, and
 - b. to promote the highest standards of animal welfare;
- intends to achieve prompt payment (no later than 30 days after due invoice, or similar claim) in the supply chain;
- will consider if a living wage is paid to persons involved in producing, providing or constructing the subject matter of regulated procurements;

² The University scored Full F1 70.83% and will be externally assessed every two years using PCIP Full Assessment toolkit, next due in 2018

³ <http://www.legislation.gov.uk/asp/2014/12/section/18> section 18 describes the content for Annual Report

⁴ <http://www.legislation.gov.uk/asp/2014/12/section/15> section 15 of the Act describing content for the Procurement Strategy

⁵ NOTE 'area' – "In this Act, a contracting authority's area is the area by reference to which the contracting authority primarily exercises its functions, disregarding any areas outside Scotland." As a global university we may refer to wider procurement supply chain issues.

- will consider the use of community benefit requirements;
and
- intends to comply with the general duties in the Act.

Discussion

Contracting authority status

11. This University is defined as public contracting authority in EU or Scots law and by Scottish Government and it has a relevant Outcomes Agreement. A public contracting authority gets the majority of its total income in from public funding sources or other public contracting authorities, so the University does not yet meet a threshold that Cambridge University used (in a court case in 2000) to be able to be considered as lawfully 'exempt from procedures' by consistently generating more in commercial than public income, year on year. This public/private income balance is kept under review in Finance.

12. For the foreseeable 10 year forecast, the University remains a 'public contracting authority', and the breakdowns of income will be presented by Finance to the Policy and Resources Committee, and projection kept under review, annually.

Performance

13. To deliver on procurement strategies, we use routes in the [Procurement Journey](#), and agree category strategies (e.g. Estates, ICT, Professional, Labs) which the University already follows and more internal information is as Annexes 1-5.

- Key performance indicators: Finance & Procurement services.
- Contribution to national outcomes: 'Public Procurement in Scotland' is the new name for the recent procurement reforms, Scottish Ministers are obliged to annually report to Parliament on the new Act progress for national outcomes; the University has an Outcomes Agreement as well as its own Strategic Plan.
- The Director of Procurement is part of Scottish Procurement Policy Strategic Forum which assists in steering procurement policy and best practice guides.

14. As the new University Strategic Plan is yet to be fully published, the first annual review (around this time next year) can address local specific considerations e.g.

- the Finance Services Excellence or other Project outcomes and proposals,
- the legal guidance on reviews and on reporting on procurement strategy,
- College and Support Group expenditure plans to suit the new University Strategic Plan objectives, during a period of financial and political changes,
- Audits or other findings relevant to the procurement strategy and delivery.

Resource implications

15. Planning Rounds and advice from PRiME will identify resources to meet strategy. Service Excellence projects will help in refining resourcing plans, and reconsider the impact of EU and Scots laws in our structures and review opportunities. The driver for procurement activity is usually total non-pay expenditure, VfM and risk.

Risk Management

16. Procurement strategies aim to reduce risks (i) in supply chain (ii) value for money. Risk Management Committee (RMC) 16 Oct. 2014 were advised on incoming laws as

'Procurement Risks'. Central Management Group set up Procurement Risk Management Executives (PRiME) in 2015. Procurement Office and Legal Services have (in the view of RMC by April 2016) taken steps which mitigated key law risks – e.g. early policy guidance and staff training. RMC get regular updates. The changing sector and wider financial & political environment, and any social responsibility & sustainability (SRS) risk is kept under review, updating strategy. Social Responsibility & Sustainability Committee reviews SRS issues and risks.

Equality & Diversity

17. Equality Impact Assessment (EIA) is not required. It is considered in procurement category (or contract) plans or in projects, and this is led by the budget-holders.

Next steps/implications

18. Approval by PRC and Court and publication on University web (by legal deadline) 31 December 2016. Scottish Government will then be informed of its availability.

Consultation

19. PRiME and to follow, wider University and Social Responsibility & Sustainability Committee, Policy & Resources Committee for inputs to Court December 2016.

Further Information

20. Author & Presenter

Karen Bowman
Director of Procurement
20 September 2016

Freedom of Information

21. Procurement Strategy 2016 is Open, Annexes 1-5 to this draft strategy are closed as they discuss statistics from accounts not yet approved, or actions from Strategic Plan not yet made public.



CENTRAL MANAGEMENT GROUP

4 October 2016

Home Office Compliance Update: Tier 4 Attendance and Engagement

Description of the paper

1. This paper presents an update on key Tier 4 Attendance and Engagement issues following a recent meeting of the Home Office Compliance Group.

Action requested/recommended

2. Central Management Group (CMG) is asked to note the updates and endorse and support the recommendations set out in the paper.

Paragraphs 3 - 20 have been removed as exempt from release due to FOI.

Risk Management

21. The risk associated with Tier 4 are well documented. It should be noted that is the University was to lose either its Tier 2 or Tier 4 license, the University would lose both licenses as a result.

Equality & Diversity

22. Compliance with Home Office requirements are primary to the University's commitment to equality and diversity.

Next steps/implications

23. Recommendations will be taken forward as stated if endorsed by CMG.

Consultation

24. This paper was drafted following discussion at the Home Office Compliance Group which received an update report from the Attendance & Engagement Working Group.

Further information

25. Author and Presenter

Barry Neilson

Director of Student Systems &

Service Excellence Lead

4 October 2016

Freedom of information

26. Closed. Its disclosure would substantially prejudice the commercial interests of any person or organisation.



CENTRAL MANAGEMENT GROUP

4 October 2016

Service Excellence Programme

Description of paper

1. This paper provides Central Management Group with an update on the Service Excellence Programme, following the update provided in June 2016.

Action requested

2. Central Management Group is asked to **note** the paper.

Background and context

3. The University's vision is to recruit and develop the world's most promising students and most outstanding staff and be a truly global University benefiting society as a whole.

4. In support of this vision the Service Excellence Programme has been established to promote service excellence across professional services within the university. The programme is being mobilised to ensure the University has high quality, efficient services and processes that are needed to sustain and enhance the university's ability to contribute in the future as one of the world's top 25 Universities.

5. The Service Excellence Programme is tasked with improving the professional services offered by the university by ensuring that the university gets the best from the sum of its efforts with a clear focus on the effective and efficient delivery of services by university colleagues in the Centre, Colleges and Schools. This will be achieved through the development and delivery of a series of programmes/projects focussing on our key services.

6. The programme has been developed and is be steered by colleagues in Colleges, Schools and the Centre. It is a joint approach. This joint approach is fundamental to ensuring we realise the benefits we are looking for.

7. We have established four programmes: Student Administration & Support; Human Resources Transformation; Student Recruitment & Admissions and Finance Transformation. The Programme website contains more information:

<http://www.ed.ac.uk/university-secretary-group/service-excellence-programme>

8. The Transformation Methodology has 4 steps:

- a. Current state analysis;
- b. Development of Outline Business Cases;
- c. Development of Detailed Business Cases;
- d. Implementation.

Key issues

Decisions

9. The July 2016 Service Excellence Programme Board approved the Letter of Appointment with KPMG covering:
- a. Stage 1 of the Finance Transformation Programme starting on 26 September 2016 through to the delivery of validated Outline Business Cases by 24/03/2017. Work beyond this point will be subject to Board approval;
 - b. Stage 1 of the Student Recruitment & Admissions Programme starting on 26 September 2016 through to the delivery of validated Outline Business Cases by 24/03/2017. Work beyond this point will be subject to Board approval;
10. The Student Administration & Support Programme Board approved the Current State Assessment Report delivered in July 2016 and progression to the options analysis phase ultimately resulting in Outline Business Cases by 14th October 2016. These will be considered by the Student Administration & Support Board on 27th October 2016 with recommendations being passed to the Service Excellence Board for consideration on 9 November 2016.
11. The HR Transformation Programme Board approved the Current State Assessment Report delivered in September 2016 and progression to the options analysis phase ultimately resulting in Outline Business Cases by 25th November 2016. These will be considered by the HR Progression Board on 21st November 2016 with recommendations being passed to the Service Excellence Board for consideration on 14 December 2016.

Selected update on progress

12. Following over 20 workshops, attended by more than 175 colleagues and follow up validation, the Student Administration & Support team produced a detailed Current State Assessment Report to their Board. Key themes/trends emerging from the initial phase of work include:

Process inefficiency/manual processing	Prevalence of inefficient/overly laborious administrative processes. Whether in relation to allocation of students to courses with quotas or scheduling of exams and resits for example, staff frequently refer to having manually conduct many activities that are both time consuming and potentially non value-adding.
Poor systems integration and off-systems working	One of the key reasons contributing to the above has been the lack of effective systems and data integration. For example, reference was repeatedly made to the lack of integration between EUCLID and the Timetabling system, Student Disability Management System, Exam Scheduling System and Virtual Learning Environments. A significant amount of process activity is also conducted outside of core university systems. Access Databases, spreadsheets and locally purchased systems are commonplace in many of the process areas analysed.
Inconsistent data quality and availability	From inconsistencies in the way in which Alumni relationships are managed and recorded to the multiple – and at times contradictory – sources of

	<p>information students can access regarding their courses and programmes, the University lacks a single, robust source of the 'truth'. EUCLID is often described as the 'golden copy' of student and programme information, however, locally held information continues to be used, resulting in challenges when completing statutory data returns, difficulties compiling management information and provision of inconsistent information to students.</p>
Duplication of effort	<p>There is a significant amount of duplicative activity in many of the student administration and support process areas, particularly where there is no clear division of responsibilities between University, College and School. Instances include: recording and monitoring of Tier 4 student attendance; Viva / Board of Examiners review of PGR theses; and Alumni data management.</p>
Sub-optimal online user experience	<p>The presentation of information on core user interfaces, such as MyEd, have been highlighted as a genuine threat to current student impressions of the institution as a whole. Whilst, in the main, MyEd contains the necessary functionality and guidance to support the administrative requirements of its users, the sheer breadth of information provided and the lack of an intuitive or adaptive means of accessing this information means that many students struggle to find the information they need.</p>
Flexible implementation of policy/guidance	<p>Policy and guidance on key activities is provided by central University departments (and in some instances Colleges), however, Schools are left to implement many of these policies as they see fit. This leads to "22 different ways of doing things", which itself causes significant challenges for interdisciplinary working and the development of systems to support some of these key processes. Furthermore, the systems requirements of many new policies / guidelines are not factored into roll out plans, which encourages off-system working and prevents the development of corporate systems.</p>
Historic structures and governance arrangement	<p>Many of the issues summarised in the previous bullet points appear to stem from historic decisions on the structure of the University and where decision making, responsibility and autonomy should reside. According to many of the stakeholders engaged in the CSA, one of the key reasons why implementation of policy / guidance has been left relatively flexible is that Schools are used to operating autonomously and prefer to determine how they will implement certain requirements. However, in many instances, colleagues from Schools have argued that they would rather be told how to implement policies, rather than having to create new ways of working for themselves. This disjuncture between historic University structures and new governance requirements appears to create a complicated decision-making environment, which is fundamentally inefficient and dissatisfying for many of the staff involved.</p>
Academic and administrative activity divide	<p>Many of the issues identified during the CSA have highlighted cultural challenges regarding the perceived division between activities that are deemed 'academic' and those deemed 'administrative'. Workshop participants frequently cited issues with the delineation of roles and responsibilities between Academic and Professional Services staff, with questions raised about how the University determines which activities require Academic decisions. Issues ranged from delivery of exam papers to exam halls to enrolling students on Courses, with significant variation in roles and responsibilities between different Schools.</p>

13. Following over 30 workshops, attended by more than 230 colleagues and follow up validation, the HR Transformation team produced a detailed Current State Assessment Report to their Board. Key themes/trends emerging from the initial phase of work include:

<p>Disparate HR structure and accountability</p>	<p>Delivery of 'end-to-end' HR services is carried out at all levels (School/Department, College/Support Group and Central Services) with varying accountability and reporting lines. Although 'local service' is highly valued and felt to be working well, current structures allow, and even reinforce, inconsistent execution of processes with resulting impact on efficiency, effectiveness and quality of service. HR activity is not necessarily carried out by staff of the appropriate grade for the activity, i.e. senior staff performing transactional tasks reducing time to focus on strategy and leadership, staff executing tasks without having appropriate specialist knowledge. Reorganisation could better support University growth without increasing the headcount deployed on HR activity.</p>
<p>Deficiencies in core HR systems</p>	<p>With limited functionality, Oracle no longer supports the University's broad needs and as such, Schools/Departments and Colleges/Support Groups are supplementing it with local systems and spreadsheets. This results in extensive manual processing, double-entry of data, data inconsistencies and an inability to readily obtain comprehensive management information. Schools and Departments have had to address challenges in the functionality of eRecruitment by having administrators in place to ensure accurate use of the system resulting in double entry of data. There is limited functionality in core systems to support learning and development which has meant that in some areas of the University local systems and processes have been implemented.</p>
<p>Inefficient document production and document storage</p>	<p>There is limited use of automated document production with templates being completed manually or automatically-generated items having to be routinely and significantly edited. This results in triple-keying of information (e.g. request form filled in, entered into a system and manually typed into a letter or email). Use of paper documentation and document storage is prevalent across the University resulting in documents being printed multiple times, transported across the University and stored in multiple files and locations with no single, complete record available.</p>
<p>Excessive manual processing of transactions</p>	<p>There is minimal 'employee self-service' functionality available in Oracle and what is available is not widely used resulting in many requests being unnecessarily processed by HR staff rather than by employees themselves. There is limited 'manager self-service' functionality, resulting in double-keying (for example, a form is completed, an email typed by a University employee and sent to HR or Local Administration teams where it is input into relevant system(s). There is minimal automation of Payroll processes.</p>
<p>Unclear process guidance and documentation</p>	<p>There is a large amount of information on HR policies and processes available to employees and managers, however, much of it is either out of date or difficult to navigate to, resulting in limited self-sufficiency from employees and managers in relation to HR queries. Employees and managers direct queries to local administration teams and HR rather than finding information quickly and easily themselves. In many cases rather than filling in a form themselves, an employee will email the information to local administration who copy the information onto the form or system resulting in duplication of effort and risk of error.</p>

Resource Implications

14. Resource implications are being managed through the Service Excellence Programme Board.

Risk Management

15. A detailed Programme risk, issues and dependency register has been established and is being managed on an ongoing basis and reviewed at least weekly.

Further Information

16. Please contact Barry Neilson, Director of Student Systems & Service Excellence Programme Lead (barry.neilson@ed.ac.uk) and further information is available at the website: <http://www.ed.ac.uk/university-secretary-group/service-excellence-programme>

17. *Author and Presenter*

Barry Neilson
Director of Student Systems &
Service Excellence Lead
4 October 2016

Freedom of Information

18. Open.



CENTRAL MANAGEMENT GROUP

4 October 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.

3. Colleagues can use this report to brief their teams on Finance matters.

Paragraphs 4 - 29 have been removed as exempt from release due to FOI.

Resource implications / Risk Management

30. 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 Committee.

Equality & Diversity

31. 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

32. Requested feedback is outlined above.

Further information

33. Authors

Lee Hamill

Deputy Director of Finance

Presenter

Phil McNaull

Finance Director

Lorna McLoughlin

Senior Management Accountant

29 September 2016

Freedom of Information

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



CENTRAL MANAGEMENT GROUP

4 October 2016

People Report

Description of Paper

1. This paper provides the quarterly update on people related matters being taken forward by University HR Services, including in consultation with the devolved teams and other University departments.

Action Required

2. Central Management Group (CMG) is asked to note the content of this paper and comment or raise questions.

Background and Context

3. This paper provides a report on progress on people related matters being taken forward by HR Services since the last report to CMG in June 2016.

Attract

4. *Youth Employment Strategy*

The Resourcing team have been working with the Careers Service and the Department for Social Responsibility and Sustainability to develop a Youth and Student Employment Strategy for the University. The development of the strategy is being sponsored by Professor Jane Norman, Vice-Principal People and Culture and aims to: increase the number of young people working and engaging with the University from a diverse range of backgrounds; provide easy processes, guidance and support for recruiting and developing young people; facilitate the development of real careers for young people at the University and beyond; promote positive outcomes and impact internally and externally.

5. In parallel with work on the Youth Employment Strategy we have been exploring the possibility of recouping some of the 2.5 million that the University will be required to pay through the Apprenticeship Levy to fund youth employment programmes at the University. It currently looks highly unlikely that this will be an option, however the University may be able to access funding as an education and training provider through extending its offering of CPD programmes and/or introducing degree apprenticeship programmes. A number of Schools have indicated an interest in exploring this further.

6. *Ambitious Futures*

As part of the University's Youth and Student Employment offering a structured 15 month Graduate Trainee Programme will be piloted in 2017. Sarah Smith, University Secretary and Head of the University Secretary's Group is sponsoring the initiative, which aims to offer University of Edinburgh recent graduates the opportunity to become future leaders within the sector.

7. The programme will be administered by [Ambitious Futures](#), a national graduate scheme provider for the Higher Education sector. One funded placement will be available for the 2017 programme, in which the trainee will

have three placements (each lasting 5 months), within a different department, focusing on strategic business administrative projects. The first and third placements are hosted at the University of Edinburgh and the second is hosted by a regional institution (University of Dundee, University of Glasgow or University of Stirling).

8. APUC (Advanced Procurement for Universities and Colleges) Executive Search Framework

A representative from the Resourcing team has been working with APUC and will be involved in the evaluation of tenders for an Executive search framework for the sector in Scotland later this year. The new framework is anticipated to commence in January 2017.

9. Supplier for Temporary Administrative Staff

Following a successful 6 months trial with Pertemps for supply of temporary administrative staff (projected savings of £25,000 per annum), the contract has been extended to April 2018.

Reward

10. Grade 10 Review

The meeting of the Grade 10 review panel took place on 17 June with outcomes communicated to individuals in advance of changes to pay effective from 1 August. As one of the measures to address the gender pay gap, the formal guidance for Heads of College was revised in advance of this year's grade 10 review to encourage consideration of the use of lump sums to reward sustained excellence and/or one-off achievements of those staff already on higher salaries in relation to comparators in their peer group and to the use of multiple increments where there is evidence of exceptional contribution and the individual is on a lower salary in comparison to their peers. These actions are starting to have some impact on the gender pay gap at grade 10.

11. Pay Dispute

The current dispute in respect of the 2016/2017 pay negotiations remains unresolved. UCU members took strike action on 25 and 26 May and on 14 June. We have yet to be notified of a decision by UCU on any further strike action and the proposed marking and assessment boycott; branch consultation will take place in the last week of September and next steps will be decided by UCU's Higher Education Committee which meets on 14 October. We currently await the outcome of both Unite and UNISON's ballot for strike action.

12. On 24 August UCEA wrote to the five unions acknowledging that the 2016-17 round remains unsettled and reiterating its desire to achieve settlement on all elements including the national joint working being offered on gender pay gaps and casual working. At the same time UCEA indicated that it would now be advising institutions to go ahead with implementation of the pay element of the settlement, backdated to 1 August 2016. The University is now making plans to implement the pay award through the October payroll and a communication has gone out to staff to this effect.

13. HR continue to update the Contingency Group as matters progress and will schedule further meetings of the group as and when required.

14. Staff Benefits Scheme Consultation

Following involvement in informal discussions with the Staff Benefits Scheme Trustees earlier this year to seek their views on proposals for reform of the scheme in the light of the deficit identified at the recent scheme valuation, the HR Director has been working closely with colleagues in Pensions and Finance to support the development of the communications plan and materials for the formal consultation with scheme members which closes on 29 September 2016. In addition to the formal statutory consultation, a short film featuring the Senior Vice Principal explaining the proposed changes has been produced and a series of open briefing sessions at various University campuses, led by the Senior Vice Principal and the Director of Finance, were held during August.

15. Amendment to holiday pay percentage for Guaranteed Hours (GH) staff

Work on the Enhancing Employment Project in 2015/2016 identified that the formula used to calculate holiday pay for staff on GH contracts was inconsistent with the calculation used for staff on standard contracts. The University reached agreement with the Joint Union Liaison Committee to uplift the pay percentage for GH staff to bring it into line with staff on standard contracts and to back date the change to 1 May 2014. Payment at the new rates and back pay to 1 May 2014 was processed through the May 2016 payroll.

Maximising Performance

16. Managing Capability

A well-attended workshop session for Heads of School and other senior people managers was held on 13 June to understand the current challenges faced by academic managers in managing performance and capability cases. Discussions were also held with Union colleagues on 28 June. The outputs are being used to develop a revised capability policy and support processes and we have engaged the legal firm Pinsent Masons, recently appointed to the University's panel of legal advisers, to help us develop a "bolder and better" or less risk averse approach to managing capability cases. We anticipate that, following consultation with the trade unions, the new policy will be formally approved through the relevant Committee structures during the autumn to allow the formal roll out for the start of 2017.

17. Supporting Quality Annual Review Conversations

Outputs from the project, including quality indicators for Annual Review discussions and clear guidance for senior managers and 3rd signatories, are being finalised, ready for approval and publication by the end of September.

Learning & Development

18. Leadership and Management Development Procurement Framework

Following a major procurement exercise award, letters have now been issued to 16 suppliers for 14 separate lots, including Leadership and Management, Enhancing Organisational and Individual Performance and Executive 1:1 Coaching. The new framework was launched on 29 August 2016.

19. Appointment of Deputy Director Organisation Design, Learning and Development.

Denise Nesbitt joined University HR Services in the newly created post of Deputy Director, Organisation Design, Learning and Development on 8 August. Denise has extensive experience in learning, development and organisation design gained across a range of organisations including Lloyds Banking Group, Rolls-Royce and American Express.

Organisation Capability

20. HR Transformation

The University is reviewing key professional service functions to ensure that we get the best from the sum of our efforts by building effective and efficient services. For HR this review is being undertaken through the HR Transformation Programme. As part of the current state assessment phase of the programme the HR Transformation Programme Team hosted a series of workshops to identify issues with and opportunities for improvement in HR processes and services across the University. Representatives from Schools, Departments, Colleges, Support groups and central teams (UHRS, Payroll and Pensions) contributed to these workshops. The outcomes of this review were shared with the HR Transformation Programme Board in September 2016 who agreed the high level findings. The HR Transformation Programme Team have now started the Options Identification phase of the programme which will focus on the development of solutions to the issues identified through the current state assessment activity. The outcome of this options identification phase will be presented to the HR Transformation Programme Board in November 2016.

21. Procurement of Search Agency for Recruitment of new Principal

Following a selection process, conducted under Procurement (Scotland) Regulations 2016, Perrett Laver have been appointed to undertake the search for and recruitment of a new Principal. Seven firms responded to the initial call and three were subsequently invited to formally submit tenders to the second stage of the process. The three firms presented to a small panel drawn from members of the Selection Committee and from Procurement and Human Resources. Following evaluation by the panel Perrett Laver were appointed.

22. Over the last few weeks colleagues from Perrett Laver have been meeting with a range of internal and external stakeholders and leading a series of open consultation meetings for staff and students to inform the search.

23. The advertisement for the role was published in the Times Higher and the US Chronicle for Higher Education week commencing 19 September and will be on both the Times Higher and US Chronicle recruitment websites until 18 October 2016. More information about the appointment process is available on the University's micro-site <http://www.ed.ac.uk/about/principal-search>

24. Heads of School Appointment Process – Proposals for change

Following approval at Policy and Resources Committee on 5 September, a proposal for changes to the appointment process and job description for Heads of School is going forward for final approval at University Court on 26 September.

Talent Management

25. Chancellors Fellows Recruitment Campaign

The campaign is now closed with a total of 903 applications received from applicants from more than 70 different countries. 16 offers have been made to date (44% to females and 56% to males). Of the 16 offers 50% are to non-UK applicants, this includes 4 applicants from the EU. To date we have not had any indication that the outcome of the EU referendum is affecting candidates' decision making.

26. Talent and Succession Management and Leadership Development The Learning and Development team have undertaken an initial piece of research into approaches to Talent Management in other organisations both within and outside the Higher Education sector. A discussion paper on possible approaches to talent and succession management and leadership development will be considered by People Committee at its meeting in October.

Equality, Diversity & Wellbeing

27. Aurora

A one day conference for Aurora graduates was held on 27 September in partnership with the Ingenious Women Programme, with the aim of supporting women at the University in their leadership roles and career paths.

28. Twenty two University of Edinburgh participants have been selected for the 2016-17 Aurora programme. We are identifying mentors for each participant and coordinating the delivery of our internal support. In September, graduates of Aurora and the IAD's Ingenious Women have been invited to attend an event called "Stronger and Brighter: building resilience, broadening networks and planning for the future", 48 women are scheduled to attend this internal event.

29. The University features in the Aurora institutional case studies, published by the Leadership Foundation For Higher Learning, which have been designed to help universities and sector bodies share and support each other to make the most of Aurora.

30. Race Charter Submission

The University re-submitted for the Race Charter on 15 July with an enhanced action plan.

Employee Experience & Communication

31. Reimbursement of Visa and NHS Charges for International Staff

In July the University introduced arrangements to enable staff on Tier 2 visas to receive reimbursement of visa and NHS charges for themselves and their immediate families incurred on or after 6 April 2016. The loan facility previously put in place remains available to international staff to assist with the cost of fees not covered by the reimbursement scheme (e.g. Indefinite Leave to Remain).

32. Advice and Support for EU staff following outcome of EU referendum

Working with Brodies LLP, recently appointed to the University's panel of legal advisors, we have developed a webinar and a set of FAQs covering the

implications of the outcome of the EU referendum for EU staff and non-EEA staff on EU family permits. Both are available to access on the Staff News web pages. In addition, Brodie's have delivered a series of open briefings at 5 of the University's main locations as well as 48 individual 15 minute one to one advice slots. The webinar, open sessions and advice slots have all been well received and we will be arranging further one to one advice slots during September.

33. Revised Policy Style

A new policy format and style for employment policies has been developed and approved by the HR Executive and the Joint Unions. The style aims to improve the readability (i.e. the ease with which the reader can understand written text) and ease of use of our HR policies and procedures by managers and staff. The first policy to be written in the new style will be the capability policy and related documents.

34. Mediation and Conflict Resolution

We have re-engaged the former Head of HR for Support Groups, who is an accredited workplace mediator, on a short term contract for one day per week to develop, pilot and evaluate a staff mediation and early conflict resolution service for the University.

Systems and MI

35. On-line Payslips

Colleagues in the HR Systems team have been working with Finance colleagues to enable the provision of on-line payslips and on-line P60s. The facility is currently being tested with the aim to launch in Autumn 2016.

Legislative Compliance

36. Attendance Monitoring for staff on Tier 2 and Tier 5 visas

All three Colleges and Support Groups have now introduced random checking processes to monitor compliance with the UKVI requirement for Tier 2 and Tier 5 sponsored staff to properly record their annual leave and sickness absence and keep the University informed of their whereabouts when at work.

37. Systems functionality to support monitoring of Tier 4 working hours

IS colleagues are close to completing the development of a report that will allow Colleges and Support Groups to monitor the weekly working hours (including across multiple job assignments) of student employees on Tier 4 visas to enable better monitoring of compliance with UKVI restrictions on Tier 4 working hours.

38. Mock UKVI Audit

Dates have been set in October for Pennington Manches, a law firm with particular expertise in immigration and UKVI compliance, to carry out a mock UKVI audit to assess the University's compliance with both the Tier 4 (student) and Tier 2 and 5 (staff) UKVI regulations. In the interim we are working with Pinsent Masons, recently appointed to the University's panel of legal advisors, to review and update our UKVI immigration web pages, guidance materials and templates.

Equality & Diversity

39. Equality issues will be considered on a case by case basis for each individual project/piece of work.

Next Steps/Implications

40. Future reports will come to each meeting of CMG.

Consultation

41. A similar People report will also be presented quarterly to CMG and PRC.

Further Information

42. Author

Ms Zoe Lewandowski
Director of Human Resources
19 September 2016

Freedom of Information

42. This paper is open.



CENTRAL MANAGEMENT GROUP

4 October 2016

Internal Audit Status Report

Description of paper

1. The attached paper provides an update of progress against the Internal Audit Annual Plan, audits completed and the status of overdue closure of audit issues. It also includes development proposals for the revision of the Internal Audit Plan.

Action requested / Recommendation

2. The Committee should:

- Note the summary outcomes of the audits presented;
- Note the Principal's feedback on the Audit Strategy (see paragraph 9);
- Consider if there are any specific remarks they wish to add about the IT audit strategy tender (see paragraph 14).

Paragraphs 3 - 16 have been removed as exempt from release due to FOI.

Risk Management

17. Internal Audit plays a central role in assessing whether there is an effective control environment in respect of risks identified through the risk management process within the University.

Equality & Diversity

18. The internal audits referred to in this report did not raise any major equality and diversity impacts.

Next steps/implications

19. The next Internal Audit Status Report will be presented to Audit and Risk Committee in November 2016.

Consultation

20. The Internal Audit Status Report was presented to the Audit & Risk Committee at their meeting on 15 September 2016.

Further information

21. Author and Presenter
Noel Lawlor
Chief Internal Auditor
2 September 2016

Freedom of Information

22. This paper is closed.



CENTRAL MANAGEMENT GROUP

4 October 2016

Health and Safety Quarterly Report: Quarter 4: 1 June 2016 – 31 August 2016

Description of paper

1. This paper provides a summary of health and safety related incidents that took place during the period 1 June 2016 to 31 August 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

2. CMG is asked to note the contents of the report.

Recommendation

3. That CMG notes the statistics included in the Appendices as illustrative of the University's accident and incident experience, and notes the issues and developments outlined on pages 2 and 3 of the report.

Paragraphs 4 - 17 have been removed as exempt from release due to FOI.

Risk management

18. 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

19. This reports raise no major equality and diversity implications.

Consultation

20. This paper, with minor alterations, will also be presented to the next appropriate meeting of the Audit and Risk Committee.

Further information

21. <u>Author</u> Alastair Reid Director of Health and Safety 15 September 2016	<u>Presenter</u> Hugh Edmiston Director of Corporate Services
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Freedom of Information

22. This paper is closed as its disclosure would substantially prejudice the legal interests of any person or organisation.



CENTRAL MANAGEMENT GROUP

4 October 2016

Fees Strategy Group

Description of paper

1. This paper outlines fee proposals from the College of Arts, Humanities and Social Sciences and the College of Medicine and Veterinary Medicine.

Action requested/Recommendation

2. CMG is asked to consider and approve the fee proposals, as endorsed by FSG by Chair's action.

Paragraphs 3 - 5 have been removed as exempt from release due to FOI.

Risk Management

6. Due consideration has been taken reviewing the financial risk in these proposals.

Equality & Diversity

7. Equality and Diversity was considered as part of the wider review of fees.

Next steps/implications

8. Once approval has been granted the programme the 2016/17 fees will be advertised on the University's website and published via online prospectus.

Consultation

9. The above fees have been proposed by the Schools, reviewed by the College and GaSP.

Further information

10. Author
Peter Phillips
Governance and Strategic Planning
21 September 2016

Presenter
Vice-Principal Seckl
Vice-Principal Planning, Resources
and Research Policy

Freedom of Information

11. This paper will remain closed until the fee rates have been published as prior disclosure could prejudice the commercial interests of the organisation.



CENTRAL MANAGEMENT GROUP

4 October 2016

Chair's Action on Fees

Date of Meeting

1. The Principal, as Chair of CMG, approved a proposal to amend the 2017-18 International tuition fees for the 6 year MBChB and the for Alberta and IMU Clinical Closed loop programmes via electronic communications on 8 September 2016.

Paragraphs 2 - 5 have been removed as exempt from release due to FOI.

Further information

6. Author & Presenter

Ms Tracey Slaven

Deputy Secretary, Strategic Planning

Freedom of Information

7. This paper will remain closed until the fee rates have been published as prior disclosure could prejudice the commercial interests of the organisation.



CENTRAL MANAGEMENT GROUP

4 October 2016

Principal's Strategy Group

Committee Name

1. Principal's Strategy Group (PSG).

Date of Meeting

2. 16 September 2016.

Action Required

3. Provided for information.

Key points

4. Among the items discussed were:

a) NSS

Senior Vice-Principal Jeffery led the discussion noting the poor results and the risk that this poses for the University. PSG were supportive of the analysis and the proposed response.

b) Strategy for Data Driven Innovation

Vice-Principal Morris introduced the paper noting that comments are particularly welcome on how to take forward governance arrangements for developments such as this which cut across the standard College structures. PSG were supportive and provided comment/feedback.

c) Service Excellence Programme

The University Secretary, Ms Sarah Smith, gave a summary of the progress of the Service Excellence Programme to date noting that there are now four elements to the Programme as Finance and Student Recruitment and Admissions are about to start work, joining HR and Student Administration and Support.

d) Gender Pay Gap

Vice-Principal Norman updated PSG on this matter following the changes to practice agreed by Remuneration Committee.

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
27 September 2016

Freedom of Information

8. Open Paper.