



THE UNIVERSITY of EDINBURGH

**Central Management Group Meeting
Raeburn Room, Old College
17 January 2017, 10am**

AGENDA

- 1 Minute** **A**
To approve the minute of the meeting held on 8 November 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 Strategic Performance Measures** **B**
To consider and comment on a paper by the Deputy Secretary Strategic Planning.
- 5 2017/20 Planning Round Guidance** **C**
To consider and note a paper by the Deputy Secretary Strategic Planning.
- 6 The Data Steward Role for Core Business Data Sets** **D**
To consider and note a paper Chief Information Officer.
- 7 Finance Director's Update** **E**
To consider and note the updates by Director of Finance.
- 8 Zhejiang University Collaboration** **F**
To consider and comment on a paper by the Registrar, College of Medicine and Veterinary Medicine
- 9 Development and Alumni 2015-16** **G**
To consider and comment on a paper by the Vice-Principal Philanthropy and Advancement.
- 10 Health and Safety Quarterly 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 NOTING OR FORMAL APPROVAL

- 13 Fee Proposals** **I**
To approve.
- 14 Creation of new Chairs and renaming of existing Chairs** **J1**
 - College of Arts, Humanities and Social Sciences **J2**
 - College of Medicine & Veterinary Medicine **J3**
 - College of Science and EngineeringTo approve.
- 15 Principal's Strategy Group** **K**
To note.
- 16 Date of next meeting**
Tuesday, 28 February 2017 at 10.00am in the Raeburn Room, Old College.



CENTRAL MANAGEMENT GROUP

8 November 2016

Draft Minute

- Present:** Vice-Principal Professor Jonathan Seckl (Convener)
Vice-Principal Professor Dorothy Miell
Vice-Principal Professor Jane Norman
Vice-Principal Professor James Smith
Vice-Principal Mr Chris Cox
Ms Sarah Smith, University Secretary
Mr Hugh Edmiston, Director of Corporate Services
Mr Phil McNaull, Director of Finance
Dr Ian Conn, Director of Communications and Marketing
Ms Leigh Chalmers, Director of Legal Services
Ms Tracey Slaven, Deputy Secretary, Strategic Planning
Mr Gavin Douglas, Deputy Secretary, Student Experience
Professor David Argyle, Head of School of Veterinary Medicine
Professor Ewen Cameron, Head of School of History, Classics & Archaeology
Professor Jeremy Robbins, Head of School of Literatures, Languages & Cultures
Professor Arthur Trew, on behalf of Vice-Principal Professor Yellowlees
Dr Catherine Elliott, on behalf of Vice-Principal Professor Sir John Savill
- In attendance:** Ms Michelle Brown, Head of SRS Programmes (for item 7)
Ms Kirstie Graham, Deputy Head of Court Services
- Apologies:** The Principal
Senior Vice-Principal Professor Charlie Jeffery
Mr Gavin McLachlan, Chief Information Officer
Mr Gary Jebb, Director of Estates
Ms Zoe Lewandowski, Director of Human Resources
Vice-Principal Professor Sir John Savill
Vice-Principal Professor Yellowlees
Professor David Gray, Head of School of Biological Sciences

1 Minute

Paper A

The Minute of the meeting held on 4 October 2016 was approved.

2 Principal's Communications

Vice-Principal Professor Jonathan Seckl, on behalf of the Principal, reported on the following: the Home Office UKVI Audit team were currently in the University undertaking a review; there continued to be positive engagement with the Scottish government; spending review discussions were ongoing; the Principal recently gave evidence to the UK government Scottish Affairs Committee; EU recruitment was

holding up post Brexit, despite a 9% drop nationally, the University had only experienced a 1.5% dip; there had been a recent agreement signed with Hua Xia, with more detailed proposals to follow in due course.

SUBSTANTIVE ITEMS

3 Finance Director's Report

Paper B

The Finance Director tabled updated Management Accounts for September 2016 with a summary report of key metrics to be monitored in year. The very early indications were that progress towards the budgeted surplus was on track. The funding position of the USS pension scheme was likely to be challenging at the next valuation, despite the work that had been put in to stabilise the position, due to the external economic environment. The SBS pension scheme was also in a challenging position and had recently been redesigned to address its deficit. There was discussion of the key metrics and it was noted that the current economic environment would require budget holders to contain costs and seek to generate revenue in the next planning round.

4 Delegated Authority Schedule

Paper C

CMG noted that the current DAS was approved by Court in December 2015, an annual review and update was good practice and in addition updates were required as a result the restructure of ERI, with the relocation of the Research Support Office to Corporate Services Group and the consolidation of Legal Services within University Secretary's Group. The revised DAS reflected those structural changes and also clarified the delegated authority arrangements for Court signatory. CMG noted there would be some minor clarifications to the circulated document and it would then be forwarded to Policy and Resources Committee for consideration and recommendation to Court for approval.

5 Strategic Plan: Targets and KPIs Progress Report

Paper D

CMG noted that this was the final year of reporting on the current strategic plan and that the circulated paper was a work in progress, with some targets and KPIs to be updated as data became available in the next month.

CMG noted the targets that had not been achieved were mainly areas where there was already a high level of awareness and remedial actions in place, such as the targets relating to student experience as measured by the National Student Survey.

There was discussion about the presentation and whether, without changing the data, it was possible to clearer about which targets had

been more widely missed and those where significant progress had been made. This would be helpful in understanding the significance of the data and ensure focus on key areas of concern. Once area noted was the graduate employability measure and it was reported that work was ongoing on an employability strategy, with a progress report to come to a future meeting.

There was discussion on whether some targets had been unrealistic, unhelpful or too aspirational and it was agreed that there were useful learning points in developing targets and KPIs for the new Strategic Plan, which would be circulated to CMG for consideration in due course.

6 Research Strategy

Paper E

CMG considered the Research Strategy and noted that this was intended to be a broad and overarching document and that detailed metrics and KPIs were not included in the Plan, in alignment with the approach to the new University Strategic Plan. It was intended as a statement of values, ethos and approach, setting the context for research within the University, rather than providing a detailed roadmap.

CMG welcomed the strategy and during discussion, members noted some suggested edits to be forwarded directly for consideration, prior to publication.

7 Modern Slavery Statement

Paper F

The Modern Slavery Act 2015 required organisations with a total turnover of £36m or more to produce a slavery and human trafficking statement for each financial year and to publish this on their website. CMG considered and endorsed the University's draft Statement as circulated with the papers. This would be forwarded to Audit and Risk Committee for consideration and recommendation to Court for approval.

8 Space Strategy Group

Paper G

There had been severe challenges around the teaching estate provision during the 2015/16 academic year. The start of the 2016 session had been far better, with any continuing difficulties managed effectively. As part of addressing the issues, the Space Enhancement and Management Group had been refreshed with a revised membership and terms of reference and was now the Space Strategy Group, with both strategic and operational responsibility for all space, with its initial focus on learning and teaching space. CMG discussed and endorsed the remit and membership of the SSG, noting the importance of academic representation, oversight of educational

technology developments and the importance of a whole University approach.

9 Enlightenment Scholarships

Paper H

CMG considered a proposal for a new style of PhD scholarship, intended for recruitment to a prototype programme in the 2017-18 academic year. Following circulation of the paper, the UK government had issued a consultation on loans for postgraduate research students which could substantially change the context for the proposal.

CMG broadly welcomed the proposal but noted that there were a number of areas which required further clarification, including a fuller understanding of resource, which combined with the changing external landscape suggested that the current proposed timescale may not be realistic. Following discussion it was agreed that there would be further work on this to refine the proposal and take account of external developments prior to progressing any further.

ITEMS FOR NOTING OR FORMAL APPROVAL

10 Proposals for Chair Establishment and Changes

**Paper I1
Paper 12**

CMG approved the foundation of two Chairs of Economics and a Chair of Business in the College of Arts, Humanities and Social Sciences, as set out in the paper.

11 Fees Strategy Group

Paper J

CMG approved the student rent and tuition fee proposals, as set out in the paper.

12 Annual Report on Complaint Handling

Paper K

The annual report was noted.

13 Principal's Strategy Group

Paper L

The report was noted.

14 Date of next meeting

Tuesday, 17 January 2017 at 10.00 am in Raeburn Room, Old College



CENTRAL MANAGEMENT GROUP

17 January 2017

Strategic Plan Performance Measurement Framework

Description of paper

1. A performance measurement framework has been developed to assess the University's performance against the Strategic Plan 2016. The attached dashboard presents proposed measures and targets.

Action requested

2. CMG is asked to:
- consider and endorse the attached performance measurement dashboard;
 - endorse an approach to agreeing targets; and
 - agree that the next steps be taken forward.

Paragraphs 3 - 12 have been removed as exempt from release due to FOI.

Risk Management

11. Performance measurement is essential in allowing the university to monitor its exposure to various risks. Measures reported to Court will focus on those that are highest impact and therefore risk for the university.

Equality & Diversity

12. The measures relating to 'Diversity of Staff Population' and 'Diversity of Student Population' are partially intended to monitor the impact that delivering the strategic plan has on different groups.

Paragraphs 13 - 15 have been removed as exempt from release due to FOI.

Consultation

16. Colleagues from across the University have contributed to specific measures. An early draft of this paper was also shared with the Principal, Senior Vice-Principal and Vice Principal Planning, Resources and Research Policy.

Further information

- | | |
|-----------------------------------|--------------------------------------|
| 17. <u>Author</u> | <u>Presenter</u> |
| Pauline Jones | Tracey Slaven |
| Governance and Strategic Planning | Deputy Secretary, Strategic Planning |

19 December 2016

Freedom of Information

18. This paper is closed as the performance measures remain under development. The measures will be published once approved by Court in February.



CENTRAL MANAGEMENT GROUP

17 January 2017

2017-20 Planning round: Planning Guidance

Description of paper

1. The purpose of the paper is to present a draft 2017- 20 'Planning Guidance' document that will be issued to heads of College and Support Group and be generally available for all who have input into the planning round.

Action requested/Recommendation

2. We ask CMG to scrutinise the Planning Guidance and approve it for issue.

Context and Approach

3. Each year we publish our 'Planning Guidance' which sets out the external and internal factors that will influence the College and Support Group plans and also sets out the strategic priorities that should be addressed in the planning process.

4. The planning round for 2017-20 is taking place against a background of continued financial challenge given the likelihood of reduced direct public sector funding for taught postgraduate teaching arising from Government and Scottish Funding Council priorities, the potential impact of Brexit and the ongoing increase in competition, both within the UK, and globally, for the recruitment of students.

5. In the recent planning rounds Court has approved a temporary reduction in planned surplus to below the 3% to 5% of income set out in the Finance Strategy to allow for investment in income generating activities and to improve the student experience. In this context, Colleges and Support Groups are asked to build on this investment and continue to address external income generation that produces a net return to the University along with the efficient and effective use of resources to ensure that their areas can continue to grow and contribute to the achievement of our strategic objectives, including the restoration of the planned surplus.

6. The planning round guidance takes into account the:

- UK and Scottish funding environment;
- Development themes as agents for change identified in the Strategic Plan 2016;
- Strategic priorities of the Thematic Vice Principals;
- Requirements of meeting the cost of our substantial investments in infrastructure;
- Ongoing need to address efficiency and duplication of activities;
- Increasingly competitive nature of recruitment for RUK, international and PGT students;
- Importance of addressing the student experience.

7. Being cognisant of the external environment and ability of the University to generate a surplus we propose building in a revision to recurrent baseline allocations. These will be set at the following for all areas:

- 2017/18 0.0% of the rolled forward 2016/17 baseline;
- 2018/19 1.0% reduction of the rolled forward 2017/18 baseline; and
- 2019/20 2.0% reduction of the 2018/19 baseline.

8. Our objective is to have revenue resource available and applied when necessary – if an important activity is deferred and the spend reallocated in year to fund a brought forward project elsewhere then the deferred activity can be funded the following year from the displaced resource plan.

9. The planning approach builds on the previous year's planning round and will use the Round Table discussions between College and Support Groups to facilitate continuing co-operation and joint working to achieve University strategic priorities¹. The Triumvirate meetings, informed by detailed analysis and provision of background information by GaSP and Finance, will ensure that plans, both individually and collectively, adequately cover the institutional strategic priorities.

Resource implications

10. There are no resource implications at this stage of the planning process.

Risk Management

11. Colleges and Support Groups should update their risk registers in light of the contents of their planning submissions, and this will be submitted for review by Risk Management Committee at the 1 May 2017 meeting.

Equality & Diversity

12. We do not consider that an Equality Impact Assessment is required at this stage in the planning process. The planning guidance contains strategic priorities for the equality and diversity agenda (as advised by the Vice Principal People and Culture) that plans should address, and will be scrutinised as part of the review of plans as laid out in the planning timetable.

Next steps & Communication

13. Once approved by CMG the Planning Guidance will be issued to budget holders by 20 January 2017 and published on the GaSP planning round wiki.

Consultation

14. The paper has received input from colleagues in Finance.

Further information

15. Further information can be obtained from Peter Phillips, Deputy Director of Planning, GaSP

16. Authors

Tracey Slaven
Deputy Secretary Strategic
Planning;

Presenter

Tracey Slaven
Deputy Secretary Strategic Planning

¹ The Senior Vice Principal, representing the strategic priorities of the Thematic Vice Principals, will attend the Round Table meetings and feed comments into the Triumvirate meetings

Jonathan Seckl
VP Planning, Resources and
Research Policy; and
Phil McNaul
Director of Finance
12 January 2017

Freedom of Information

12. This paper is open.



Planning Round Guidance for 2017-20

Top line messages to budget holders:

Create a clear plan to achieve strategic objectives

- Explain your College's/Group's role in delivering University Goals
- Describe what success looks like for you by December 2021 in words and numbers
- Describe your critical success factors
- Identify where you will need to rely on colleagues in other Colleges/Support Groups in the University to help you deliver this success
- Describe your journey from the current base position to your destination in 5 years and include milestones where you can measure success

Focus on net income growth

- Drive forward activities that deliver net income growth to the University
- Identify and review areas with low/no growth and challenge whether they are sustainable; develop a recovery plan or an exit plan
- Propose new activities to complement or replace existing activities
- Review and reconfigure resources to better support Colleges in growing net income

Optimise expenditure and efficiencies

- Colleges and Support Groups to work together to reduce overlap and, using lean review/six sigma or similar, undertake end-to-end systems reviews
- Assess resources within budget areas for effectiveness in delivering strategic objectives, linking into Service Excellence and the Digitalisation Strategy where appropriate.

1. Introduction

Background information for the Planning Round and the University's planning processes is available through the [Planning and Resource Allocation wiki homepage](#).

2. Context

In both 2015/16 and 2016/17 planning rounds, against a background of reduced public funding and an uncertain external environment, Court recognised the need to continue to invest in Colleges and Support Groups (SGs) so that they could implement their ambitious plans and maximise their contributions to strategic plan targets along with restoring the University surplus in line with the Finance Strategy.

To achieve this Court approved the temporary reduction in planned surplus to £10M (1.2%) for 2015/16 and in 2016/17 approve plans, investments and management actions to generate a surplus of £29m (3.2%) in 2016/17, £18m (2%) in 2017/18 and £22m in 2018/19; with the proviso that we would work in the current planning round to increase the projected surplus for 2017/18 and 2018/19 to between 3% to 5% of income in line with the current Finance Strategy. The underlying surplus in 2016/17 was projected at £4m and then £12m and £22m in 2017/18 and 2018/19 respectively.

For the 2017/18 planning round Colleges and SGs must therefore demonstrate in their plans how the investments made in recent planning rounds are impacting on income growth.

For 2017-18 key external developments are;

- the public funding environment continues to be challenging;
- government restructure of HE continues with a desire to increase competition through 'challenger providers'
- uncertainty created by Brexit;
- inflation expectations significantly higher than last year

while key internal developments include:

- Court expects us to work towards restoring the surplus to between 3%-5% of turnover for 2017-18 and beyond as soon as possible as required by the Finance Strategy.
- The Service Excellence Programme is expected to deliver implementation plans and benefits during the next three years
- The Digitalisation strategy will require greater alignment and integration with budget-holder plans
- A new Estates Strategy is planned for publication in 2017

- publication of the new University Strategic Plan 2016 narrative ¹; and the development of the new performance framework to support it. specific goals and performance metrics to complement it

3. Priorities for the 2017-20 planning round

We will continue to invest in College and Support Groups so that they can implement their ambitious plans and maximise their contributions to strategic plan targets along with restoring the University surplus in line with the Finance Strategy. Last year's planning round again produced bids that exceeded resources available, with many of the approved bids being multi-year time-limited bids resulting in a virtually break even underlying position in 2017-18. This will significantly constrain any capacity for additional investments in the 2017-18 round unless the resource is released from other activities. The priorities set out in the previous planning round continue to be the main priorities for 2017-20 and are:

i) External income generation

With government funding declining and competition between universities increasing, along with the uncertainties created by Brexit we must accelerate our external income generation activities, optimising the balance of income and cost growth so that new activities create sustainable contributions. Budget holders should identify the material examples that they intend to focus on and develop outline proposals supported by data for discussion at the Planning meetings. Opportunities for such growth include (but are not limited to):

Increasing student numbers and fee yield, particularly International and PG students. The Student Recruitment Strategy provides a framework with which to achieve increased fee income through high value programmes that are attractive to students and enhance their employability.

The Student Recruitment Strategy has three themes:

- Fees, funding, finance and markets;
- Portfolio development and review; and
- Student recruitment and marketing.

Colleges and SGs should continue to work together to transform our marketing and communication for maximum impact along with our response to market demand, increase our fee income and re-engineer our recruitment activities, internal funding for scholarships, student support and portfolio offering. Colleges and Support Groups should plan to fully integrate the Strategy into their activities. Colleges should identify areas in specific subject areas or programmes where demand exceeds capacity in non-regulated student groups and seek to expand capacity where possible. We

¹ <https://www.wiki.ed.ac.uk/display/govstratplan/Strategic+Plan+2016-2021>

would expect to have a discussion at the Planning meetings on student numbers and options for growth that refer to historic trends and outline plans.

Developing international partnerships and delivery overseas. There are opportunities for establishing long-term deep partnerships with high-quality international institutions for joint delivery of teaching and research². This aspect of our strategy has gained increasing urgency due to the impending Brexit process, and should reinforce existing as well as potential European partnerships alongside non-EU international partnerships.

Such partnerships offer opportunities for staff and student exchanges and international experiences, further internationalisation of the curriculum and research and knowledge transfer collaboration.

Partnerships with industry and commerce. Generating industrial research partnerships brings advantages including contributions via overheads to the University's surplus, potential for the development of student industrial placements, insight to refresh course curricula and increase vocational content of programmes, and opportunities for identifying specialist guest lecturers, visiting appointments and entrepreneurs. Increased industrial research partnerships will contribute to the diversification of the University's research portfolio and to impact. The new Strategic Plan 2016 identifies this activity as a development theme, and aligns to Scottish Government strategy for a knowledge economy underpinned by a strong HE research base working closely with industry.

Giving/Fundraising Income received from major gifts, legacies and alumni and community fundraising is increasing year on year. Colleges and Support Groups should work closely with D&A to develop and refine their 'asks' of donors, to generate additional income that matches their strategic objectives and provide, where possible, a degree of flexibility in the use of such funds.

Stopping what is un-remunerative and non-strategic. Budget owners should continue to review areas that are not delivering growth or are persistently failing to make a surplus, with a view to recovering, reconfiguring, scaling back or ceasing such activity. Of course, some activities will be highly strategic or 'loss-leaders' and changes should be proposed after carefully weighing up both the financial and non-financial costs and benefits. The Transparent Accounting project will help budget holders identify such areas, and College Heads of Finance can liaise with the Finance Department to develop specific analysis projects as necessary.

ii) Optimising resources

Our primary strategy to restore the University's operating surplus and to provide resources for investment is to grow our external income. However, we must also increasingly focus on how we use our resources (people, estate and budgets) to

² For example, CMVM's recent collaboration in Biomedical Sciences with Zhejaing University.

become more efficient and effective and to provide outcomes that better support our strategic aims.

Reducing duplication Colleges and Support Groups should work together to reduce overlap of activities, and to consolidate activities, where appropriate, to deliver efficiencies and release resource for other activities. This may entail undertaking end-to-end systems reviews (using LEAN review, six sigma or other suitable tools), negotiating division of duties and responsibilities between and within Colleges and SGs, developing 'service expectation statements'³ and the transfer of staff and/or budget for additional services located in the most appropriate place. The Service Excellence Programme (SEP) will be the natural conduit for much of this activity, and has representation from all Colleges and SGs on its programme board. Colleges and SGs are expected to work closely with the SEP to implement the outcomes of the working groups as much as possible in order to quickly realise the efficiencies and increased effectiveness of the business processes under review, and to free up resources as appropriate to support other strategically important activities within their areas.

Reconfiguring resources: All budget holders should examine their use of resources for effectiveness in delivering the University strategic objectives and maintaining and enhancing the productive capacity of the University through staff capabilities, the physical and technological infrastructure and the enabling processes that determine the income-generating capacity of the University.

Budget holders should bring proposals to the Planning meetings for discussion, with an appropriate level of data, to demonstrate their planned approach to freeing up resources during the planning period.

4. Planning approach

The 2017-20 three year plans will start from year two of the 2016-19 plan and should be updated to reflect the actual results achieved for 2015-16 and the latest forecast for 2016-17. They should also have regard to the current environment and planning guidance and the evolving University strategy. Plans should start with a review of progress to date on the approved 2016-19 plans.

When drafting plans for 2017-20, you should aim to include all known and anticipated activities within your plan, even if activities are due to commence in years 2018-19 or 2019-20. This approach will provide the opportunity to make strategic allocations early and will reduce the need for ad-hoc resource allocation in-year which can result in delays to important activities. The intention is again to allocate budgets for year one (2017-18) and confirm plans for years two and three; this will support earlier commitment to initiatives that run over more than one year.

The monthly approval process is for planning approval in-year for substantial new or

³ Aided by the development of Service Expectations statements as part of the RA2018 project.

novel opportunities or for planned investments that have the potential to be brought forward, as well as for significant unforeseeable developments that may occur. This process is **not** intended to cover activities that fall within the normal scope of the Colleges or Support Groups and that are of the scale that could be reasonably expected to be absorbed within their overall budget.

Decrease to baseline allocations: Being cognisant of the external environment and ability of the University to generate a surplus we propose building in a revision to recurrent baseline allocations. These will be set at the following for all areas:

- 2017/18 0.0% change to the rolled forward 2016/17 baseline;
- 2018/19 1.0% reduction of the revised rolled forward 2017/18 baseline; and
- 2019/20 2.0% reduction of the revised rolled forward 2018/19 baseline.

Each year colleges and support groups bid for additional resource whether recurrent or non-recurrent. Funds are often unspent with a flurry of activity occurring in the final quarter of the year. These transfers, often material in value, regularly end up going to Estates or Reserves as highlighted in Appendix 1. There is therefore an opportunity cost of allocating resource for a well-intentioned activity which doesn't take place (sometimes for perfectly understandable reasons; recruitment stalled; permissions for spend delayed; other dependent funding not coming through etc). Our objective is to have revenue resource available and applied when necessary – if an important activity is deferred and the spend reallocated in year to fund a brought forward project elsewhere then the deferred activity can be funded the following year from the displaced resource plan.

Changing the way resource is viewed and budgeting on what is needed and when it is needed rather than spending what is available will lead to more efficient use of resources across the University.

Simplification of research income accounting: Research overhead recovery income is currently reported in a very complex way, with resources shared through a mix of direct income attribution of £12M to colleges and a central pot of £16.5M allocated out through college baseline budgets.

The consequence of this convoluted arrangement is lack of transparency and clarity over research income generation – both actual and forecast – preventing informed business planning for the future

The proposal is to redirect all research income journal entries from August 2017 to Colleges.

The consequent drop in budget 7 income should be adjusted for in the 3 College budgets for 2017/18 – using proportions based on the last 5 years actuals (averaged out to smooth out fluctuations).

For the avoidance of doubt, this is not a budget cut, it is a change in income presentation, will eliminate activity that adds no value, increase transparency and will not result in any negative impact on colleges.

Proposed adjustments are:

	College I & E	Budget 7 I & E
	£M	£M
SCE	+9.0	-9.0
MVM	+5.0	-5.0
HSS	+2.5	-2.5
Total	+16.5	-16.5

The switch over will take place at the end of the current financial year, with the new process beginning in financial year 2017/18.

NPRAS tuition fee incentive scheme: This will continue to operate and will take into account the previous year actuals and targets up-front with no in-year adjustment. Colleges should set attainable student number targets rather than 'de minimis' estimates to allow realistic NPRAS allocations of income as part of the planning cycle. NPRAS Estates incentive scheme will continue to operate.

5. Thematic Vice Principals' strategic priorities

The University has a single Strategic Plan whereas the planning round asks individual Colleges and SGs to produce their own individual plans and we do not produce a single 'consolidated plan'. However, the Thematic Vice Principals (TVPs) priorities reflect the Strategic Plan 2016 priorities and act like a thread that contributes to 'pulling together' the individual College and Support Group plans into a cohesive whole.

The Thematic Vice Principals (TVPs) met for a round table discussion in August on their approach to the 2017-18 planning round, where the potential implications of Brexit and resultant mitigating actions, the poor performance of the University in the latest National Student Survey and potential impact of the TEF were identified as major challenges. The TVPs recognised that the SGs will play a significant role in delivering their objectives, particularly with their contributions to student growth and student experience (eg recruitment, space, student services and digital services).

A number of key themes from the SVPs are set out in summary below, clustered under broad headings rather than specific TVP remits. TVPs will be asked to comment on draft plans at the end of February, with SVP inputting commentary for discussion at the subsequent Triumvirate meetings. TVPs will meet periodically to discuss the progress of the planning round and will contribute further through CMG as the drafting process develops.

Student Experience, Teaching and Learning

The latest NSS outcome shows a decrease in student satisfaction in our relative position in NSS. Together with external pressures arising from the implementation of the pilot round of the Teaching Excellence Framework mean that we will need to continue to focus attention and resources on student experience, teaching and learning, including the following areas (which reflect the remits of SVP, VP People and Culture and VP International):

- Recognition and reward of excellence in teaching and learning;
- Improvement of both timeliness and quality of assessment and feedback;
- Enhancement of the personalised academic support we give to students;
- Enhancement of the sense of shared community linking academic staff and students; and
- Curriculum development in key areas such as online learning, research-led teaching, and experiential learning outside the university classroom, including internationally.

These issues were the subject of intensive discussion at all levels of the University over the autumn, with view to building a shared understanding of our values and priorities around teaching and learning, including regular discussion with Heads of College. These can be expected to inform the planning round and we would welcome a discussion on the scale of your challenges, informed by an appropriate level of data, at the planning meetings. In addition, Schools should continue to produce an annual Learning and Teaching Enhancement forward plan, recognising the importance of this in assuring our reputation for teaching and learning and with it future recruitment.

Student Recruitment

Strong student recruitment (both in terms of diversifying where students come from and from what backgrounds, and increasing numbers) is vital to the intellectual vigour and financial health of the University and is a particular concern of VPs International and SVP. Key themes are:

- Ensuring we protect our position in key recruitment markets and open up new opportunities to develop market position. This will require building on the investment made in the last planning round in the capacities of the International Offices, its network of Regional Offices worldwide, and in powerful Regional Deans. We also need to improve our capacity to provide effective market intelligence and advice to Colleges and Schools. We are working on regional strategies to deliver this and feel that for the coming year refining our marketing/messaging and ensuring that recruitment activity is joined up with admissions processes is going to be increasingly important.
- Budget holders should bring relevant data analysis to the planning meetings to enable the planning group to develop a good understanding of market selection, penetration and development. Trends and projections for key existing and target markets will be welcomed.

- Ensuring we review, where necessary refocus or reorganise to maximise the leverage of our capacity to award scholarships and bursaries on the recruitment of outstanding students, and to ensure outstanding students from disadvantaged backgrounds in Scotland, the UK and internationally are able to study at UoE. The Scottish Government are increasingly challenging the HE sector to increase participation from SIMD 40 and now, increasingly, SIMD 20 areas, and we must respond accordingly to retain core funding. This is likely to require explicit Widening Access targets at College level. Fuller capacity in D&A for scholarships fundraising should be assured as a key part of the proposed student-focused campaign. New capacities for fundraising in the field of social finance for widening access locally and globally should be considered.
- Budget holders should produce data to demonstrate the current capacity and planned capacity for the number and value of scholarships for discussion at the planning meeting. The benefits of any proposals should be clearly set out.
- Ensuring that digital education becomes a core element of our teaching and learning offer; developing our understanding of how MOOCs enhance recruitment and the potential for monetising some of them; and to deepen our understanding of the online education market nationally and internationally (for example by providing a competitor analysis of the leading providers and where the fastest growth is coming from - both traditional universities and challenger providers who have entered the market in the last ten years).
- A third phase of the Digital Education Initiative should be defined by market-led thinking, extending beyond online versions of conventional courses to include CPD and flexible PhDs. The scope for MOOCs and other online offerings (including through the Centre for Open Learning) to enhance our widening participation activity needs to be explored. We would welcome indicative views, supported by appropriate data, on the scale of the opportunities and our ambition in these areas for discussion at the planning meetings.

Equality and diversity

There is high external scrutiny of the quality of employment that universities offer, including lower wage employment, gender equality, race equality and other matters. Our own values align clearly with the issues raised externally. It is important that we maintain a strong reputation in this area and address perceived weaknesses, for example around pay differentials between men and women, by extending unconscious bias training for appointment and promotion panels to promote gender and race equality and increasing the provision of Daphne Jackson fellowships as part of the University's Athena Swan Silver commitment.

We must improve support for disabled students and staff: physical accessibility of the estate, implementing adjustments and ensuring mainstreaming of adjustments (eg use of microphone in all lectures etc).

Support for students from all backgrounds should be promoted. Embedding teaching conversations in annual review is a way of highlighting this issue.

We would encourage budget holders to set out the base position on each of these key areas that are relevant to them, with data, and to propose the scale of improvement they believe is achievable over the plan period.

Fundraising

Building on the additional investment in our New York and London offices we aspire to a step-change in the level of funding raised through D&A. This will enable a powerful student-focused campaign to be mounted (with a strong focus on scholarships and student facilities) and open up additional scope for fund-raising to support estates spending and research. There is also scope for further internationalisation of alumni and fund-raising work in other global regions following recent successes in East Asia. There is significant potential for intensified joint working and sharing of resources and staffing with the International Office around international D&A work, and for connection with the international dimensions of CAM and research support in ERI. University Secretary's Group should present an outline business case at the planning meeting, referencing our success in recent years as a baseline, and the scale of our opportunities in the plan period and beyond, for increasing funding

Contributing locally

A number of TVPs have interests in how to harness external relationships and partnerships for the benefit of the University: VPs Community Development, Creative Industries and Performing Arts, International and Senior Vice Principal. Important themes are:

- To continue to review the benefits of public engagement with activities related to research. Internally we need to be clear when things are for REF impact and hence lead to direct income and when they are related to sharing our research results and sharing how we generate research which is important to funders and stakeholders and when we are doing it to be a good neighbour. Externally however these need to be smoothly integrated. To achieve this, all Colleges and Support Groups need to ensure that staff and students have sufficient time to showcase their work to public audiences. We must support researchers at the funding application stage to request support for meaningful engagement activities and have staff who can support them to develop the ideas for novel high quality engagement and later help them deliver that activity. To obtain a good variety of audiences and venues working in partnership is crucially important and staff must be introduced to the right variety of opportunities for their research to ensure interactions with a good variety of stakeholders including patient groups, politicians and policy makers, industry, the media and most crucially the public;
- Our place in the city remains crucially important and we need to continue to work with the city council, with the festivals and with local charities. Again externally there will be little to distinguish this from our outreach to schools pupils and widening access work or our efforts to increase industry support but we need to know why we are doing things to measure the outcomes;

- Continue to increase the amount of coverage given to the above activities to ensure that externally what we do is seen. At the moment we are considerably better at doing things than is externally perceived;
- Focus on liaising, supporting and advocating for new forms of research and teaching arising from interdisciplinary collaboration across informatics, engineering, physics, business, design, art, architecture, music and other subject areas and schools in CAHSS. These will contribute directly to continuing plans for Quartermile, Potter Row (Digital Arts) and the Lauriston Campus and the development of the arts and innovation corridor in the city. The brokering of further external collaborations with relevant industries and institutions will form an important aspect of this endeavour; and
- Further development of opportunities with Creative Scotland, other agencies, Edinburgh's festivals, Edinburgh-located cultural institutions such as NMS, NGS and the Edinburgh Zoo), ERI and EUSA to enhance our student offer, our public engagement, and our company formation record in the creative and performing arts. The VP Creative Industries will chair the new cross University Special Collections Committee which aims to consolidate an active, high profile programme for these key assets. Continuing close working with the VP International and the Director of the CCR will form a key aspect of Creative Industries work.
- Budget-holders are requested to present a summary of the key areas in this section that they will choose to support and to provide relevant data that demonstrates the material, measurable progress that might be achievable in the planning period. This will be discussed at the planning meeting.

Influencing globally

- **Brexit looms large.** We need to ensure that we join up activities (partnership building with key EU institutions, building recruitment, communications (internal and external), supporting our EU community, and beginning to look for new modalities for exchange);
- Much as it is important for us to focus on our EU institutional partners we have to put more effort into supporting our **global strategic partners**. There are opportunities for us to seed activities at key partners like Toronto and use seed funding to cement partnerships that we are trying to build (in Africa for example). There may be co-funding opportunities to leverage;
- **Global Community** is important and there are several initiatives that should be progressed such as on-campus catering (ensuring that international students' diets are catered for in residence and particular on our non-central campuses). Celebrating international students on campus is important (especially given current UK politics) through advancing activities that celebrate global alumni and current students (ideally with some high profile events that might provide scope for D&A);
- **Global Exchange** is important. We want to make a bold commitment to increase the proportion of our students who go abroad, this involves capturing travel more effectively and developing simple models that can be scaled up to support students. The VP International will work closely with the three

Colleges to enhance this activity (and for us to be pretty ambitious about it - a big advantage in studying in Edinburgh); and

- Underpinning all of this is **Communications and Marketing**. We need to work harder to develop stories that highlight our students (international or studying internationally), their experiences, and their impact. We need to think about how we communicate these messages to prospective and on campus students. Finally, we need to work hard to communicate effectively across campus, especially if we are to build cross-campus partnerships that support and celebrate our international student experience.
- Budget-holders are requested to present a summary of the key areas in this section that they will choose to support and to provide relevant data that demonstrates the material, measurable progress that might be achievable in the planning period. This will be discussed at the planning meeting.

Digital transformation and data

The opportunities and disruptive threats posed by the rapid developments in data science globally need to be addressed in our plans for teaching, research, industry engagement, infrastructure and for our own business. We should:

- set a high target for the fraction of our graduates who have received training in quantitative reasoning based on digital data;
- ensure job descriptions for the recruitment of academic staff should explicitly seek data science expertise;
- actively engage with data-driven organisations, both to share expertise and to access their data;
- make Edinburgh the go-to and trusted place to host data sets for research; and
- become a "smart university" by adopting data analytics throughout our own business to maximally exploit our own data.

Budget-holders are requested to present a summary of the key areas in this section that they will choose to support and to provide relevant data that demonstrates the material, measurable progress that might be achievable in the planning period. This will be discussed at the planning meeting.

6. Shadow RAM

We intend to run a shadow RAM alongside the 2017-18 planning round. The outputs of the RAM will not be used to inform the 2017-20 planning round, but will be presented separately at key stages in the planning process to inform the Colleges, SGs, Triumvirate and Committees how we anticipate the new RAM to operate as part of future planning rounds⁴.

For the current planning round all financial performance data used to inform decisions will be taken from the TA reports. Budget-holders' accountants have been

⁴ The decision whether to switch to the RA2018 model will be made in the summer of 2017

working with the Finance team for some time to ensure that the new TA reports are populated with historical, current year and plan year data to enable the correct level of financial performance discussion at each of the planning meetings. Non-financial data (eg student numbers, staff numbers, space numbers and others) will be critical to understanding the integrated performance plans being presented at the planning meetings and colleagues should ensure that the reports being submitted to planning are sense checked in advance of release.

7. External environment

The planning round for 2017/18 is taking place against a background of continuing financial challenge given the likelihood of reduced direct public sector funding for the Higher Education sector and the continuing divergence in policy on multiple issues between Scotland and the UK. This is underlined by the current tensions around the approach to Brexit and immigration.

Scottish Government

The text of the Scottish Government's December 2016 budget document⁵ helpfully states that "We will protect the core teaching grant, research grant and funding available to support widening access in the higher education sector". The document also confirms that they will "introduce a new enhanced support package for taught postgraduate students". Eligible students will be able to access a total student loan package of £10,000, to assist them to take up on any taught postgraduate course at a Scottish higher education institutions up to full Masters level. The text of the budget document also claims that the investment in Higher Education has been increased. This is only true relative to the draft budget for 2016-17. The resource line in the 2016-17 draft budget was £34m less than in 2014-15. The scenario presented comes very close to allowing SFC to meet its existing capital commitment, provide the maintenance capital budget and match the BEIS capital – a total requirement of £46.8m.

	Draft Budget 2016-17 £m	Budget 2016-17 £m	Draft Budget 2017-18 £m
Higher Education Resource	1,027.2	1,081.3	1,013.9
Higher Education Capital	25.7	25.7	45.5
Total	1,052.9	1,107.0	1,059.4

Brexit

The upcoming challenges associated by Brexit will also influence our planning decisions over the next three years or longer as the form of the Brexit exit terms and associated legislative changes become clearer. The new Strategic Plan remains robust and fit for purpose despite the impending changes in the environment that will

⁵ <http://www.gov.scot/Publications/2016/12/6610/0>

be brought about by Brexit and the wider economic factors prevailing now and expected going forward.

UK Government & HE policy development

The divergence in Higher Education policy has UK wide competition implications with changes in the regulatory and funding environment proposed through the Higher Education and Research Bill progressing through the UK parliament. Key facets of the Bill impact on the establishment of HEIs, their autonomy and status and the continued moves to marketization with the Teaching Excellence Framework (TEF). Budget holders should anticipate that this, in combination with the continuing demographic dip, will require increased recruitment and conversion activity to maintain and extend student numbers.

Inflation

The following table sets out our inflation assumptions for the next three years in comparison to our assumptions in last year's plan –table to be inserted here to cover staff costs, general inflation; fee income rates are probably already reflected in Fee Strategy Group plans but if not, they should be made explicit here or referred to in an appendix

Sterling exchange rate

Sterling has depreciated by over [14%] since 23rd June 2016 and almost 50% since the 2008 crash. This should make our fees globally more attractive in local currency in some of our key target markets than some of our competitors.

A very small percentage of our costs are in non sterling currencies and we have no plans to hedge exchange rates for such costs (eg if a research grant is awarded in dollars or euro we would not normally seek to hedge that amount).

8. Top down financial position

The Finance team will produce six versions of the top down model of the Group consolidated financial plan at key stages in the planning round to inform key discussions and committee decisions.

Version no	Date	RAS Versions	RAS key data sets				Committee	
			SFC grants	Tuition Fees	NPRAS space adjustment	Estates Development Plan		Planning Submissions
1	25-Nov-16	Initial view	Updated for latest view			per Sept committee	N/A	
2	09-Jan-17	Post Q1		Updated for 15-16 end of year figures, 2016-17 initial adjustments and baseline adjustments in following 2 years.		per Dec committee	Post Q1 forecast	N/A
3	09-Mar-17	Triumvirate meetings and PSG/CMG papers	SFC grant letter and controlled places for Medicine, PGDE		Agreed and input to baselines		Draft plans as submitted 28th Feb	7 April PSG, and 11 April CMG
4	06-May-16	Post final plans	SFC grant letter	2016/17 second in year adjustments and revised 3 year targets		per March committee	Final plan + bids	22 May PSG and 30 May CMG
5	19-May-17	Final copy post UCAS deadline flex		Updated for revised intakes		per May committee	Incorporating CMG/PSG changes	June PRC
6	02-Jun-16	Final version - refinement					Final plan + PRC refinements	19 June Court

9. Strategic KPIs

New key performance indicators to measure the success of the new Strategic Plan 2016 are nearing finalisation and will be discussed at CMG on 17 January 2017. Colleges and Support Groups should therefore consider targets and milestones for their own contributions towards the Court and CMG KPIs, alongside any KPIs that do not map directly on to these KPIs but highlight unique contributions towards the broad strategic aims of the University, and provide a richer 'picture' of the activities undertaken by the planning unit.

Further advice on developing local KPIs can be obtained from Peter Phillips or Pauline Jones in GaSP.

10. Estates strategy impact on revenue

Recent planning rounds highlighted the impact of the Estates Strategy portfolio of approved projects on the planned surplus that appears in the published accounts. The amount and timing of refurbishment expenditure in the project portfolio that will flow through the comprehensive statement of Income and Expenditure (COSI) as revenue expenditure is often difficult to predict at the beginning of projects. However, improved forecasting of likely expenditure into revenue and capital streams for Estates projects has resulted in better estimates of the likely impact of expenditure on the surplus. We will review the impact of estates projects throughout the planning round and adjust our financial forecasts where necessary.

11. College and Support Group plans

The planning guidance should be considered in conjunction with the University's new Strategic Plan 2016, the 2016-19 Outcome Agreement and the evolving three-year Outcome Agreement for 2017-20, complementary University strategies and plans, and the major contextual issues in the University's operating environment described in section 7.

Colleges and Support Groups should articulate those factors which drive their performance and how they will ensure that their areas can continue to grow and contribute to the achievement of our strategic objectives. Plans should explicitly address how they will engage with the four development themes in the Strategic Plan 2016 that are the key areas for change. These are:

- Influencing globally
- Contributing locally
- Partnerships with industry
- Digital transformation and data

Support Groups will have the opportunity in the Round Table discussions (to be scheduled in early February) and research strategy meetings to inform Colleges of their initial ideas on how they see their services developing and to respond to early drafts of the College plans. The emphasis will be on how the Colleges and SGs can support each other in delivering the ambitions of the Colleges and the University Strategic Plan with a direct focus on efficiency and effectiveness of process. The SGs plans should highlight opportunities for increasing their contribution to the University's key strategic aims and should identify the FTE and non-pay resource allocation to each service

12. Structure and content of plans

Medium-term plan 2016-2019	Plans should be a roll-forward of the 2016-19 plans. Each plan should set out the College/Support Group ambitions for the period 2017-20 and demonstrate how they will contribute to the delivery of the University Strategic Plan 2016 by addressing the points listed in sections 11 and 12 respectively. Plans should ideally be up to 20 pages long, plus a summary of no more than 2-3 pages which summarises key strategic priorities contributing to the strategic plan, variation from the previous plan in financial terms as well as bids and their impact on the proposed plan. The summary should be suitable to use as a stand-alone document to e.g. Policy and Resources Committee and for publication on the web.
Performance indicators and targets	All plans should demonstrate how they will contribute to the KPIs and targets in the University Strategic Plan, including annual milestones. GaSP will provide the latest KPI performance data on some core KPIs and targets including student number growth, student satisfaction, widening participation, research income (and income per academic FTE), PhD/FTE academic staff, KE measures, income per staff FTE, income per square metre and staff/student FTEs per square metre. Additional KPIs and targets that enable progress to be measured against your key areas for growth/efficiency gains/service improvement should also be included. Support Group plans should demonstrate how productivity will be increased, customer-focussed activities

	ensured and space occupancy rates increased.
Self-assessment	<p>Performance reporting and self-review against KPIs, targets and milestones will form an important part of the planning process and should inform your plans. Your reflection on past target setting and delivery should inform your self-assessment and evidence areas where you are performing well as well as areas where you need to improve. You should focus on:</p> <ul style="list-style-type: none">• Academic performance (Teaching and Research)• External income generation• Widening participation• Staff/student ratios• Enhancing the student experience• Internationalisation• Innovation• Equality and Diversity• Sustainability; and• Effectiveness and efficiency of your activities. <p>Plans should demonstrate the incremental benefits of capital projects that have recently gone live or that are scheduled to go live during the planning round.</p>
Management of risks	You should update your risk register in light of the contents of your planning submissions, and this will be submitted for review by Risk Management Committee at the 1 May 2017 meeting.
Breakdown of budget	Support Groups should provide an appendix which presents a breakdown of their budget for 2016-17, showing the main service teams' activities and the FTEs and total cost of these activities.

Finance Templates: You are asked to provide financial forecasts for the three years of the plan (ie 2017-20). The finance templates have been revised for the 2017-20 planning round and guidance for completion is included in the spread sheets. The main points are:

- The NPRAS adjustments to core budgets should be those agreed with Helen Stocks in GaSP, and additional core budget for RUK students agreed with Peter Phillips in GaSP;
- Investment bids must be entered on the dedicated 'bids' sheet. Do **not** include bids into existing activity. Bids of less than £300k are unlikely to be considered material and so should be accommodated within existing budgets. Each bid should be shown separately;
- Include all income forecast to be earned from research grant overhead recovery in 'unrestricted income'. The central sustainability fund is being devolved to budget holders from 2017-18 onwards;

- The cost of the Apprenticeship Levy of 0.5% on NI-able pay for each member of staff should be added to staff costs on top of the pay award assumptions;
- Unrestricted and restricted income and expenditure should be phased into quarters; and
- Finance template input sheets are linked to Transparent Accounting Group model data for each budget area and reported in a set of output sheets which will be used to inform the planning meetings with the Triumvirate.

You can find guidance on information held in university databases as well as external data/benchmarking to inform your plans on the Information Portal at <https://www.wiki.ed.ac.uk/display/IP/Information+Portal+Home>

13. Statement on use of reserves

From a financial management perspective, we must balance cash management and utilisation with management of the COSI and Balance Sheet. In essence, it is important to maintain a steady course in terms of the University bottom-line surplus (returning towards 5% of turnover), rather than see up- and down-swings in successive years. We can only use Reserves in any year to the extent that such use will still permit a sustainable University surplus. To utilise reserves in a controlled manner, we therefore wish to see precedence given to:

- Reserves given over as contributions to building projects via the Estates Development Programme.
- Expenditure on Capital Equipment (i.e. items costing in excess of £50k, which will be capitalised through the Balance Sheet)

The use of reserves on revenue expenditure (through the COSI) is also permitted, subject to approval during the planning round, but it must be carefully monitored and managed. We expect budget holders to manage Reserves across sub-budget areas within their purview, where this permits better or more effective use in and across years (i.e. a portfolio approach).

Multi-year projects are also key. In principle, projects set up to address University-wide initiatives (clear examples can be found within ISG and CSG) should be progressed on the basis of agreed plans, and on the basis that projects are not hampered merely as a consequence of spanning the year-end date of 31st July.

For 2017-18 we are asking Colleges and SGs to provide a ten-year forecast of their planned use of reserves so that we can integrate anticipated spend within the overall University capital plans. Finance will issue a template to each budget holder to be used for this purpose.

14. Timetable

The detailed time table has been published separately on the GaSP website and circulated to Colleges and SGs. Important dates are:

Draft plans submitted to GaSP	28 Feb 2017
Triumvirate meetings with Colleges and SGs	6 – 17 March 2017
Major planning issues discussed at PSG	7 April 2017
Planning briefing post Triumvirate including oral feedback from 7 April PSG to CMG	11 April 2017
Plans finalised and submitted to GaSP	21 April 2017 (noon)
Draft final plans and investments considered by PSG	22 May 2017
Draft final plans and investments considered by CMG	30 May 2017
Draft final plans and investments recommended to PRC	5 June 2017
Final plans recommended to Court	29 June 2017
Budget letters issued to Colleges and Support Groups	By 30 June 2017

15. Capital budget

For the 2017-18 planning round we will require Estates⁶ and ISG to provide a forecast of their likely capital spend each year over the three year planning period, broken down on a project basis into capital and revenue expenditure⁷. We would also like to see the incremental impact of prior capex projects since their handover in the last three years. Given the nature of such spend it would also be appropriate to see the projections extended to ten years to better understand the benefits delivery that will flow from our capex. The impact of the capital plans on the projected surplus will be assessed for affordability.

16. Delegated authority and procurement

Plans for procurement must demonstrate support for the 2016-2021 University Procurement Strategy and should be provided to the Director of Procurement with a copy submitted as part of each Main Budget plan. The University Procurement Strategy was approved by Court and is in the public domain.

Expenditure for any goods and services which aggregate to above £50k are subject to legal compliance requirements and certain plans now need to be made public. More information is available here <http://www.ed.ac.uk/procurement/policies-procedures/proc-plan-guidance>

We are required to publish forwards requirements in Annual Reports from Jan 2018 onwards for regulated procurements.

To allow for planning support for procurements, and to estimate and validate efficiencies where applicable, please provide plans for all project or equipment spend

⁶ We envisage that this information can be extracted from the longer-term projections regularly provided to Estates Committee

⁷ Refurbishment, impairment and similar costs along with any annual depreciation charge

>£50k , where known. If you are in any doubt about this please contact the Procurement Director to request clarification and / or assistance in developing a compliant plan; it may be easier than you think to produce one.

If you are considering any major projects or changes in your service provision (e.g. buying in a service instead of using in-house) you should clearly flag this up in your plans and work with the Procurement Office and Finance to ensure that your business case and plan comply with best practice for option appraisals at an early stage in the process. All procurement plans must comply with the procurement laws.

The Current contracts register is here:

<http://www.apucscot.ac.uk/#!/institution?inst=20%20>

Buy@Ed has more detail and is here: <http://www.ed.ac.uk/procurement/buy-at-ed>

Please check latest advice with the Director of Procurement.

Key Points:

The regulated procurement of the University of Edinburgh, as a contracting authority, is for all planned or anticipated purchases of goods aggregating to £50,000; services aggregating to £50,000 over 48 months; works totalling £2,000,000 in the planning period. This is irrespective of funding source (restricted, charitable, corporate/core). Our contracts and more details of such plans must be made public.

You should be mindful of the scheme of delegated authority (Annex 2) if planning to enter contracts or commit expenditure, and follow the procedure for correct committee and Court approval, including when you plan to use existing University contracts, if the delegated authority guidance on approval applies
<http://www.docs.sasg.ed.ac.uk/GaSP/Governance/Governance/DelegatedAuthorisationSchedule.pdf>

Any plans for third party expenditure must consider procurement guidance, see overview

http://www.docs.csg.ed.ac.uk/Procurement/policies_procedures/TimescalesThresholds/ThreshTimesApril2016.pdf

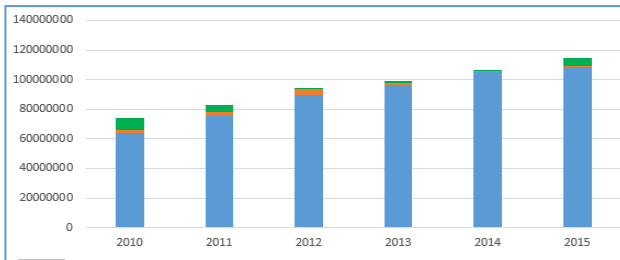
17. Additional information to be supplied:

- 1) KPI College data for 2016-17

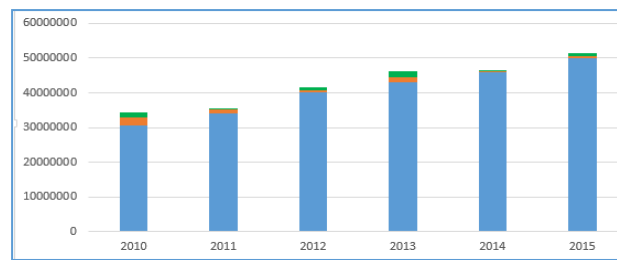


Annex 1
5 year split of allocated resource

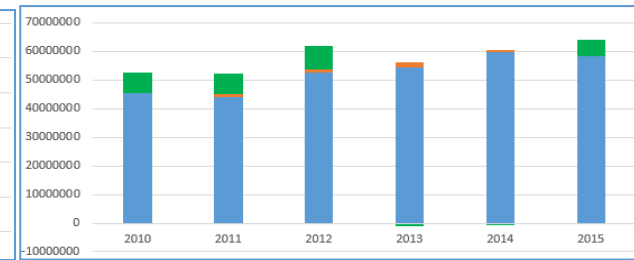
AHSS



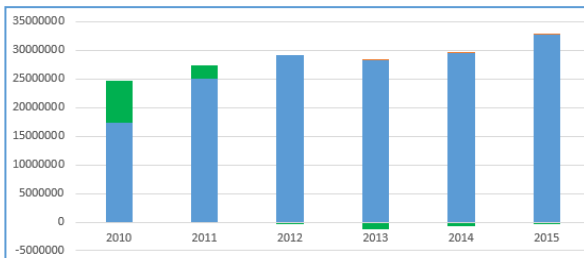
MVM



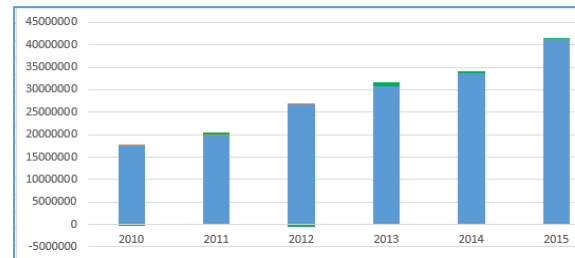
SCE



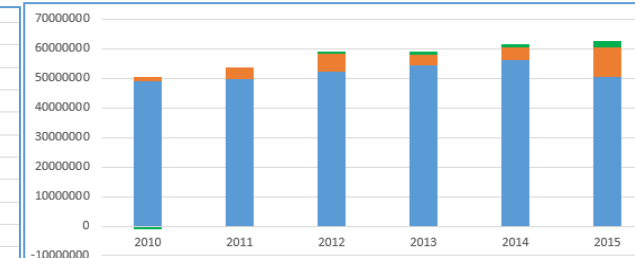
ISG



USG



CSG



Notes

Figures do not differentiate between planned transfers to Reserves and those in quarter 4.
Figure to reserves is balancing figure.

Key

- Values
- To Reserves
- To Estates
- Other Spend



CENTRAL MANAGEMENT GROUP

17 January 2017

The Data Steward Role for Core Business Data Sets

Description of paper

1. This paper sets out the proposal for the formalisation of the “data steward” role and the establishment of the role across all of the University’s core business data sets. It also sets out the proposed method of appointing Data Stewards; the role they will undertake; and the importance of the Data Steward role with respect to the future operation of the University, programmes, projects, information security, governance and digital transformation within the University.

Action requested

2. CMG is asked to comment on the proposed approach to establish Data Stewards across all of the University’s core business datasets, namely:

- a. Creation of a catalogue of golden copy data sources;
- b. Formal definition of the Data Steward role;
- c. Creation of a suggested list of Data Stewards appointments for the first tranche of core golden copy data sources (Appendix A).

Background and context

3. Data are core assets upon which the operation of the University depends. The provision of accurate, up-to-date data sets, informs the key decision making processes and allows the normal business of the University to function.

4. Providing and controlling access to the University’s various data sets is a core responsibility. It is a central principle of the University’s data management that all data held in enterprise systems have a “golden copy”. A golden copy provides definitive information of that data to other systems and to users, and is the central point from where the data is drawn and updated. This principle is long established in most institutions and companies as best practice.

5. Within the University the principle of golden copy is recognised but not universally practiced for all types of data, including that within core university data sets.

6. A strong emphasis of the Digital Transformation and the Service Excellence programmes is centred on the leveraging, accessibility and exploitation of University data. The new standardised and formal role of the steward is vital in supporting the digital first approach and ensuring the success of the Service Excellence and other transformative programmes such as the BI/MI programme.

7. In the past the University has suffered from decisions on data set access being taken either at too low a level in the organisation or in an ad-hoc fashion. This has resulted in staff in some areas regarding themselves as the owner of specific data and not being aware of the need to make the data available to other services. In

some cases, the emphasis has been more on restricting access to, rather than exploiting the value of, our data assets.

8. In order to change that emphasis, there is a need to establish a formal catalogue of golden copy data sources (see Appendix A); and to identify the data steward for each golden copy data set. The responsibilities of the data steward will be clearly defined and processes will be in place to support the data stewards in their role.

9. Though Data Steward-like roles currently exist in some parts of the University, there is no comprehensive, standard approach, with some core University data sets having no Data Steward, while others have several.

Discussion

10. The term “data steward” is used widely in the data management field to denote the person responsible for managing a data set. The Data Steward is responsible for ensuring the security of the data; managing access to the data; and for documenting the data made available.

11. “Data Steward” is a role, not a job description. It is often part of the responsibilities for managing a service.

12. It is proposed that each golden copy dataset would have a named Data Steward. Depending on the size of the data set and/or frequency of access queries, it may also be necessary to have named deputy Data Stewards.

13. In this model, the Data Steward will be the senior accountable person within the University for a given dataset. S/he, or the designated deputy Data Steward, will have responsibility for information security reviews; confidentiality of data; and will authorise access to the data set. S/he will ensure the right balance between information security, compliance and confidentiality vs ease of access, leveraging and exploiting the University’s data.

14. The Data Steward does not necessarily “own” the data but manages that data on behalf of the owner. Most of the data in the University’s enterprise systems are owned by the University, whilst some of the data pertaining to individuals is owned by those individuals themselves. For example, each student owns the personal data that the University holds on them (name, address etc.).

15. Defining the responsibilities of the Data Steward role will clarify what is expected of service owners in documenting and controlling access to the data they manage. This will create a clear accountability route and speed up the process of access requests.

16. The establishment of a formal Data Steward role will introduce clarity and governance to the management of data access. This will put the University in a more robust position for data protection and other legal compliance.

17. This will meet information security best practice and align with the ISO 27001 standard, thereby enhancing the University’s ability to negotiate external and

commercial partnerships, as we will be able to demonstrate suitable control positions around our own information assets.

18. The Data Steward role is also central to ensuring the University balances security against the need to leverage and exploit its data as part of a digital transformation.

19. Clarifying the golden copy data sources and associated access will aid the Service Excellence programmes to map data flows so that we know where data are, and can obtain data as and when they are needed.

Resource Implications

20. The role of Data Steward will be undertaken by existing staff who already operate in the areas where the data is managed. Although this is a new formally defined 'task', it will often be work that is already being done informally in whole or in part by the assigned individual. In some cases, it is expected that the additional responsibilities will be subsumed into existing roles and it is not envisaged that new resource will be required. Development of the responsibilities of the role has been completed and promulgation across potential stakeholders is underway. It is therefore expected that any additional notification and/or training requirements will also be undertaken within existing resource levels.

Risk Management

21. Without a clearly defined set of responsibilities and accountable individuals, the risk of inappropriate sharing of University data remains, as does the risk of not fully exploiting the available data. By formalising the role of Data Steward, the University will make a step-change in data management that should also increase efficiency and effective sharing of individual data sets across the institution. As stated earlier, this will also improve the information security risk posture as clarity and effective management of information assets is a corner stone of effective information security risk governance.

Equality & Diversity

22. There are no direct equality or diversity implications from this paper.

Next steps/implications

23. Following input from CMG, work will be undertaken on items 2 a), b) and c) above in order to bring these back to a future meeting of CMG for approval. This second paper will seek formal approval by the University of the named Data Stewards.

Consultation

24. This approach has been considered by the Data Governance Group and the BI/MI Programme Board (now BI/MI Governance Board).

Further information

25. Authors

Dave Berry
Enterprise Architect

Presented by

Gavin McLachlan
CIO and Librarian to the University

Alistair Fenemore
Chief Information Security Officer

Gavin McLachlan
CIO and Librarian to the University

Jo Craiglee
Director, Knowledge Strategy &
IS Corporate

16 December 2016

Freedom of Information

26. This paper is open.

Appendix A: Major golden copy data sets (first tranche)

This table lists the first draft set data sets for which it is proposed to assign data stewards

Data set	Security	Source unit	Source systems	Dependencies
Curriculum	Unrestricted	Student Systems	EUCLID	None
Student	Restricted and Confidential	Student Systems	EUCLID	None
Identity	Restricted	Service Management	IDM	Student, Staff, Visitor
VLEs	Restricted	Digital Learning Applications & Media (DLAM)	Learn, Moodle	Student, Staff
Buildings	Unrestricted	Estates	Archibus	None
Finance	Restricted	Finance	eFinancials	Student, Staff, Curriculum, Accommodation
Alumni	Restricted	Development Alumni	ThankQ	Student
Accommodation	Restricted	Accommodation, Catering & Events	Kx	Student
Disability	Restricted?	Disability Office	Kelso and Radium	Student
Teaching Events	Unrestricted	Timetabling Unit	Syllabus Plus	Student, Curriculum, Staff, Organisational Hierarchy
Careers	Restricted	Careers Services	CCTS	Student
Staff	Restricted and Confidential	Human Resources	Oracle HR, eRecruitment	Organisational Hierarchy
Hazardous Material	Restricted	Health and Safety	RETAIN	Staff, Organisational Hierarchy
Incidents	Unrestricted ?	Service Management	Unidesk	Staff, Student
Accidents	Restricted	Health and Safety	AIR	Staff, Organisational Hierarchy
Research	Restricted	Research Information Management	Pure, InfoEd, Worktribe	Staff, Finance, Organisational Hierarchy
Events	Unrestricted	Service Management	Events Booking	
Commercial Events	Unrestricted	Accommodation, Catering & Events	Kx	
Library Resources	Unrestricted	Library & University Collections	Alma	
Surveys	Unrestricted and Restricted	Student Systems	Evasys	
Voting	Unrestricted	Court Services / Service Management	Voting System	
Organisational Hierarchy	Unrestricted	GaSP	OrgHier	
Customer Relationships	Restricted	Multiple Source Units	Multiple Source Systems	
Assessment	Restricted	Student Systems / ECA IT Team / Others	SMART / ECA Portal / School Systems	Student



CENTRAL MANAGEMENT GROUP

17 January 2017

Finance Director's Report

Description of paper

1. The paper summarises the finance aspects of recent activities on significant projects and initiatives and reports the first quarter forecast financial outturn for the full year.

Action requested/Recommendation

2. Central Management Group is asked to note the Q1 forecast outturn which is adverse to the budget approved by Court in June 2016. Budget holders and their teams are recommended to consider the remedial actions identified to ensure that the Q2 forecast brings us back to at least the approved budget for the year. CMG Colleagues can use this report to brief their teams on Finance matters.

Paragraphs 3 - 14 have been removed as exempt from release due to FOI.

Risk Management

15. The University continues to proactively manage its financial risk by not breaching the following minimum criterion - unrestricted surplus of 2% gross income. The quarter one forecast demonstrates that we need to manage funds carefully to avoid breaching that position.

Equality & Diversity

16. 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 & Communication

17. Requested feedback is outlined in the discussion above.

Consultation

18. The paper has been reviewed by Phil McNaull, Director of Finance.

Further information

19. Author

Lorna McLoughlin
Senior Management Accountant
5 January 2017

Presenter

Phil McNaull
Finance Director

Freedom of Information

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



CENTRAL MANAGEMENT GROUP

17 January 2017

Update on Zhejiang University - University of Edinburgh Joint Institute of Biomedical Sciences

Description of paper

1. This paper and annex provides Central Management Group with an update on progress, assurance and risks in relation to the Zhejiang University - University of Edinburgh (ZJU-UoE) Joint Institute. CMG is asked to note the contents and provide advice or comment on development of the Joint institute and proposed areas for assurance during 2016/17. CMG is also asked to review the lessons learned from this project to ensure application as and when future similar ventures are considered.

Action requested/Recommendation

2. CMG is asked to note the areas highlighted for assurance during the academic year 2016/17 and provide any comment or parameters for approval in relation to these.

Paragraphs 3 - 27 have been removed as exempt from release due to FOI.

Risk Management

28. The full project risk register is available on request. Risks currently designated as high are:

- a) Failure to recruitment a suitable new Executive Dean, and risk that ZJU and UoE have different expectations of this role;
- b) International Campus Governance and management not effective, leading to poor communication with Institutes and having a negative impact on programme and Institute development;
- c) Mechanisms for interpreting and revising International Campus Regulations do not meet UoE needs, including making the Chinese language version the golden copy.

Equality & Diversity

29. The assurance in relation to student support will include ensuring that Equality and Diversity aspects are fully addressed

Next steps & Communication

30. It is proposed that a further update is provided to CMG in August / September 2017, or as requested.

Consultation

31. This paper and annex have been reviewed by:
Professor Mike Shipston; Dean, Biomedical Sciences
Professor Moira Whyte, Head of Edinburgh Medical School
Professor Jeremy Bradshaw, International Dean, CMVM

Further information

32. Author

Dr Catherine Elliott
College Registrar, MVM
4 January 2017

Presenter

Dr Catherine Elliott

Freedom of Information

33. This paper is closed.



CENTRAL MANAGEMENT GROUP

17 January 2017

Development & Alumni 2015-16

Description of paper

1. The paper provides a report on philanthropic income and fundraising activity in 2015-16. It is provided to the Central Management Group for information.

Action requested/Recommendation

2. Central Management Group is invited to note the paper and no action is required.

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

Risk Management

6. No risk assessment is required.

Equality & Diversity

7. The paper is provided for information purposes and there are no equality or diversity issues under consideration.

Next steps/implications

8. Any comments should be given to Chris Cox, Vice Principal Philanthropy and Advancement, either at the meeting or subsequently.

Consultation

9. The paper was included in reporting to the Estates Committee in December 2016, also for information purposes.

Further information

10. Author

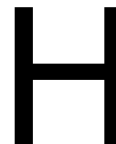
Paul Weighand and Chris Cox
Development & Alumni
December 2016

Presenter

Chris Cox
Vice Principal Philanthropy and Advancement

Freedom of Information

11. This paper is closed. Its disclosure would substantially prejudice the commercial interests of the University.



CENTRAL MANAGEMENT GROUP

17 January 2017

Health and Safety Quarterly Report: Quarter 1: 1 September 2016 – 30 November 2016

Description of paper

1. This paper provides a summary of health and safety related incidents that took place during the period 1 September 2016 to 30 November 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. Appendix Three is the report from the November meeting of the University Health and Safety Committee.

Action requested/Recommendation

2. CMG is requested to note the statistics included in the Appendices as illustrative of the University's accident and incident experience and note the report from the last meeting of the Health and Safety Committee.

Paragraphs 3 - 11 have been removed as exempt from release due to FOI.

Risk management

12. 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

13. This report raises no major equality and diversity implications.

Consultation

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

Further information

15. Author

Alastair Reid
Director of Health and Safety
21 December 2016

Presenter

Hugh Edmiston
Director of Corporate Services

Freedom of Information

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



CENTRAL MANAGEMENT GROUP

17 January 2017

Chair's Action on Fees

Date of Meeting

1. The Principal, as Chair of CMG, approved the following fee proposals on 8 December 2016, the proposals having been previously approved by Professor Jonathan Seckl as Chair's Action on behalf of Fee Strategy Group (FSG):

- Routine fee approvals:
 - College of Arts, Humanities and Social Sciences 2017/18 fees:
 - MSc Digital Society (180 credits) - HEU spine point P5 (£12,300); International spine point P14 (£19,300)
 - College of Science & Engineering 2017/18 fees:
 - MSc Computational Applied Mathematics (180 credits) – HEU spine point P0 (£9,000); International spine point P15 (£20,100)

- Removal of Additional Programme Costs (APCs)
 - College of Arts, Humanities and Social Sciences 2017/18 fees:
 - MSc Film, Exhibition and Curation (LLC).
 - It is proposed that the £500 APC for this existing programme is abolished and instead the fee is increased for 2017/18 by one spine point to P2 (£10,200 – a £700 increase) for HEU and by one spine point to P15 (£20,100 – an £800 increase) for International. This is in accordance with the majority of PGT programmes where APCs of £500 have already been abolished.

- The PG Diploma in Professional Legal Practice (Law)
 - It is proposed to move the programme to fee spine point P4 (£11,500 for a full 180 credit MSc in 2017/18) pro-rated for the 120 credit diploma (£7,650) with no APC charge for 2017/18 for HEU. The fee for 2016/17 was £7,050 plus £350 APCs).

2. The Principal, as Chair of CMG, approved the following fee proposal on 21 December 2016, after having been previously approved by Professor Jonathan Seckl as Chair's Action on behalf of Fee Strategy Group (FSG):

- BN Nursing Studies. For 2017/18 new entrants RUK fee £9,250, and existing RUK students continue at £1,820.

Key points

3. The removal of APCs in is accordance with FSG wishes to eliminate such fees and to instead include consideration of all costs in the headline tuition fee. This is considered best practice by the Competition and Markets Authority guidelines.

4. The reciprocal arrangements on undergraduate Nursing funding, whereby RUK students were treated in the same as HEU students for fees and eligibility to fill an SFC funded place has ceased to operate for new entrants in 2017/18 onwards.

5. These students will now be charged the new standard RUK fee for entrants in 2017/18 of £9,250 which was approved by Court. For 2017/18 onwards all new entrant BN Nursing RUK students will now qualify for our University of Edinburgh Bursaries.

Further information

6. Author
Peter Phillips
Deputy Director of Planning

Presenter
Professor Jonathan Seckl
Vice Principal Planning, Resources
and Research Policy

Freedom of Information

7. This paper is open.



17 January 2017

J1

Proposal to establish new Chairs and rename an existing Chair

Description of paper

1. The paper outlines the case for the establishment of the following new Chairs in the College of Arts, Humanities & Social Sciences:

- Chair of Environmental Law in the Law School;
- Chair of Finance (2 Chairs) in the Business School.

2. The paper also outlines the case for the renaming of the vacant Chair of Classroom Learning as the Chair of Languages and Classroom Education, in the Moray House School of Education.

Action requested/Recommendation

3. Central Management Group is asked to approve the creation of the Chairs and the renaming of the existing Chair.

Background and context

Chair of Environmental Law

4. The University Of Edinburgh School of Law is based at Old College in the heart of the city. With over 90 full-time members of academic staff and a vibrant body of undergraduate and postgraduate students, it is home to a number of prestigious institutes and centres.

5. The Law School seeks to appoint a world-leading scholar working in any aspect of legal studies of environmental matters and from any jurisdiction. The person appointed will provide leadership in research and teaching in respect of the School's environmental work. He or she will contribute to undergraduate teaching and will play a leading role in delivering and further developing the LLM in Global Environment and Climate Change Law, and supervise research students. The post-holder will also have the opportunity to contribute to the development and delivery of online and/or distance learning teaching and supervision in the subject area.

Chair of Finance (2 positions)

6. The College of Arts, Humanities and Social Sciences would like to establish two Chairs in Finance as a key part of the Business School's programme of investment in the finance field and of its strategy to drive for excellence across research, teaching and engagement, building on the School's success in being ranked in the UK's top 16 for research power in the 2014 Research Excellence Framework.

7. The Chairs will link with the financial community, taking advantage of Edinburgh's standing as an international financial centre, and a willingness to establish partnerships with sectors beyond the University will be particularly valuable.

8. In 2016, the University was ranked 19th in the world in the QS World University Rankings. The Business School is part of the top 1% of business schools in the world to hold triple accreditation (awarded by international bodies AMBA, EQUIS and

AACSB). The Accounting and Finance Group runs high quality courses and degree programmes for undergraduate, MSc and MBA students. In particular, the Group boasts successful masters programmes in Finance and Investment, Accounting and Finance, and Financial Management. Group members have access to a wide range of databases and data services.

9. The University has recently acquired the site of the former Edinburgh Royal Infirmary in the heart of the city which is set to become an interdisciplinary hub bringing business together with other areas within the University such as data science, international development and public policy as well as with a wide range of external partners from different sectors. Finance is a key area of this development both through enabling the embedding of finance skills across the constellation of interdisciplinary research and teaching programmes, and through providing opportunities for co-production of education and research with key players in the local finance community, with which the School has strong links through teaching, research and engagement activities. The Chairs will be crucial in this development and continuing The Business School's success.

Renaming of the vacant Chair of Classroom Learning

10. The previous holder of the Chair of Classroom Learning retired from the position on 30 September 2016. Changes to the subject area and development of languages and classroom education calls for the amendment of the Chair title and role.

11. The previous Chair of Classroom Education called for candidates to be an expert in learning in schools. The Moray House School of Education now seeks to appoint a candidate to build interconnected research strands of language learning and teaching in school contexts, pedagogic imperatives for classroom learning and technology enhanced connected learning spaces.

12. The post holder will also provide leadership in research and teaching in and beyond the field of languages and classroom education mentorship and strategic vision for one of the School's research clusters (Languages, Culture and Communication), contribute to postgraduate teaching across a suite of Language Masters programmes, Initial Teacher Education programmes, and oversee the supervision of doctoral and post-doctoral research.

Discussion

13. It is suggested that the new Chairs, including the renamed Chair, are available for the new Chair taking up the position from September 2017.

Resource implications

14. The Chairs will be funded by core funds, as budgeted and agreed in the Schools' Plans.

Risk Management

15. There are no significant risks involved from approving the request.

Equality & Diversity

16. Due consideration has been given to equality and diversity. There are no direct implications on equality and diversity.

Next steps & Communication

17. CMG is invited to recommend to Court and Senate the adoption of the appropriate Resolutions.

Consultation

18. The proposals have been reviewed and approved by the appropriate Heads of Schools: Professor Richard Sparks (School of Law), Professor Wendy Loretto (Acting Head of the Business School) and Dr Rowena Arshad (Head of Moray House School of Education).

Further information

19. Author

Lorraine Stewart
Secretary, Committee for the
Selection of Chairs, CAHSS
21 December 2016

Presenter

Vice-Principal Dorothy Miell
Head of the College of Arts, Humanities &
Social Sciences
21 December 2016

Freedom of Information

20. The paper can be included in open business



CENTRAL MANAGEMENT GROUP

17 January 2016

Proposal to establish a Chair of Infection Medicine

Description of paper

1. The College of Medicine and Veterinary Medicine, Deanery of Clinical Sciences wish to establish a Chair of Infection Medicine.

Action requested/Recommendation

2. Central Management Group is asked to provide retrospective approval for the establishment of this Chair.

Background and context

3. The process to create a new substantive Chair requires CMG approval. In taking this forward Schools must seek the approval of the Head of College outlining in full the reasons for and the financial implications of such a request.

Discussion

4. The College of Medicine and Veterinary Medicine wishes to establish a Chair of Infection Medicine in order to enhance expertise and institutional capability in this discipline. The Chair holder will lead an internationally competitive research programme and head the development of a distinct cross-disciplinary and cross-institute critical mass in infection medicine.

Resource implications

5. The Chair is accounted for in the College's Business Plan. The Chair of Infection Medicine will support their research activity by obtaining substantial support from external funders.

Risk Management

6. There are no anticipated risks associated with the establishment of this Chair.

Equality & Diversity

7. The appointment to this Chair was made in accordance with University policy, the post was advertised externally and the appointment of made on the basis of an appropriately constituted selection panel

Next steps/implications

8. If this proposal is approved, a Resolution will be drafted to formally establish the Chair.

Consultation

9. This paper has been reviewed by the Head of School.

Further information

10. <u>Author</u>	<u>Presenter</u>
Professor Moira Whyte	Dr Catherine Elliott
Head of the Medical School	College Registrar

Freedom of Information

11. This paper can be included in open business.



CENTRAL MANAGEMENT GROUP

17 January 2017

Proposal to Establish three new Chairs in the College of Science and Engineering

Description of paper

1. The College of Science and Engineering wishes to establish three new Chairs; Interdisciplinary Science in the School of Biological Sciences, Software Engineering and Quantum Technology Innovation Chairs in the School of Informatics.

Action requested/Recommendation

2. The Central Management Group is asked to approve the establishment of the following three new Chairs.

- Chair of Interdisciplinary Science
- Chair of Software Engineering
- Chair of Quantum Technology Innovation

Background and context

3. The process to create new substantive Chairs requires CMG approval. In taking this forward, Schools must seek the approval of their Head of College outlining in full the reasons for the investment and the financial implications of such a request. This has been completed, noting the alignment of these Chairs with School, College and University strategy, their potential to increase income and their short-term financial viability.

Discussion

Chair of Interdisciplinary Science

4. The School of Biological Sciences wishes to establish this new Chair to lead developments at the interfaces between Biology, Chemistry, Physics and Engineering, forging stronger connections between them, as well as creating strong links to applied medical science (CMVM). The School's research strategy is overtly interdisciplinary, and this Chair will enhance and extend that philosophy, leading on the development of discovery technologies and novel, multidisciplinary approaches to solve many of the global research challenges over the next 10 to 20 years (e.g. in areas such as Energy, Food Security and Lifelong Health). It is anticipated that the Chair will develop educational and training structures across the Schools to embed the interdisciplinary ethos and skills in our students and early career researchers, as well as positioning the School exceptionally well to capitalise on current and future funding streams (e.g. GCRF and those that follow), which it is envisaged will lead to external funding for a Centre for Convergent Science.

Chair of Software Engineering

5. The School of Informatics has prioritised growth in software engineering research and wishes to establish this new Chair to develop and enhance a substantial research portfolio and international reputation in a specialist area of software engineering. The School seeks to attract an outstanding individual who will form strong links with relevant areas of current strength within the School, including data science, security and privacy, verification, social computation, and design informatics,

as well as forging connections with other relevant groups such as compiler optimisation, programming languages, data science, knowledge representation, and health informatics. It is anticipated that this Chair will also interact with other parts of the University and beyond Edinburgh (e.g. The Alan Turing Institute for Data Science and the various EPSRC CDTs) in order to further the software engineering research agenda.

Chair of Quantum Technology Innovation

6. The Engineering and Physical Sciences Research Council (EPSRC) are providing funding over a 4 year period starting in April 2017 to support Quantum Technology Innovation Chairs. The School of Informatics has applied to ESPRC for a Chair for Professor Unruh, who is currently a Professor of Information Security at the University of Tartu, Estonia. Key areas of strength and growth for the School are cyber Security and Quantum Technology. Professor Unruh would play a pivotal role in bringing these two areas together, further strengthening both.

Resource implications

7. Funding for these Chairs will be met by the respective School's core budgets. In the case of the Quantum Technology Innovation Chair, ESPRC will fund 50% of Professor Unruh's salary and the balance of his salary will be met by the School.

Risk Management

8. There are no significant risks associated with the establishment of these chairs.

Equality & Diversity

9. Good practice in respect of equality and diversity will be followed in taking forward appointments to these Chairs.

Next steps & Communication

10. If these proposals are approved, Resolutions will be drafted to formally establish the three new Chairs and the appropriate recruitment actions will be progressed and communicated.

Consultation

11. As Head of College, Vice Principal Professor Yellowlees is content with the paper.

Further information

12. Further information about these Chairs can be supplied by Professor David Gray, Head of the School of Biological Sciences, and Professor Johanna Moore, Head of the School of Informatics.

13. Author

Diane Langley
College HR: CSE
16 December 2016

Presenter

Vice-Principal Lesley Yellowlees
College of Science & Engineering

Freedom of Information

14. This paper can be included in Open Business.



CENTRAL MANAGEMENT GROUP

17 January 2017

Principal's Strategy Group

Committee Name

1. Principal's Strategy Group (PSG).

Date of Meeting

2. 21 November 2016.

Action Required

3. Provided for information.

Key points

4. Among the items discussed were:

a) Widening Participation Strategy

Head of Widening Participation, Ms Laura Cattell, outlined the emerging strategy. PSG were generally supportive and noted the following points:

- Acknowledged by all that despite the drawbacks of using SIMD as the key measure for widening participation programmes, the use of this indicator is unlikely to change.
- Our future strategy should be designed to make a scalable and sustainable difference.
- Certain aspects of our new strategy, such as an agreed definition of widening participation, would benefit from a joint agreement with other HEIs most notably Glasgow and St. Andrews.
- Utilising digital learning and bridging programmes to their full potential looks like a promising way to make a significant impact in some circumstances.
- Significantly increasing our engagement with local schools and teachers should be a priority and we should consider opening up our facilities to schools where possible.

b) Teaching Excellence Framework

PSG debated the options and agreed that the recommendation would be that the University should not participate in TEF at this stage.

c) NSS Response – Student Communication

Deputy Secretary, Student Experience, Mr Gavin Douglas summarised the progress made with student communications issues. PSG were supportive of the approach being taken.

d) University Core Systems

Mr Gavin McLachlan introduced the paper noting the need to move forward with a coherent strategy and approach to managing the systems that underpin much core University activity. PSG discussed the options and issues in broad terms and endorsed the approach outlined in the paper.

e) UoE and EU – Building Strategic Partnerships

Vice-Principal Smith updated PSG on the latest analysis of EU partnership opportunities. The Group endorsed the approach indicated in the paper and made the following points:

- Thinking in terms of capital cities seems an attractive way to proceed, however the Group acknowledged that this model does not fit all countries.
- Connections do not always need to be pure research links as industry connections, or partnering with leaders in applied research, can be just as important.
- Having a connection at subject level during the discussions is key.
- Joint appointments have also worked well in the past and should be considered as part of any future strategy.

f) Data Driven Innovation

Vice-Principal Morris noted the progress that has been made to date and suggests the next steps to embed Edinburgh Data Science across the University. It was agreed that it was important to clarify the governance relationship with Colleges, and in relation to core University Committees, to ensure that momentum is not lost on key projects.

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
14 December 2016

Freedom of Information

8. Open Paper