



CENTRAL MANAGEMENT GROUP

28 February 2017

Minute

- Present:** Senior Vice-Principal Professor Charlie Jeffery (Convener)
Vice-Principal Professor Jonathan Seckl
Vice-Principal Professor Dorothy Miell
Vice-Principal Professor Jane Norman
Vice-Principal Mr Chris Cox
Ms Sarah Smith, University Secretary
Mr Gavin McLachlan, Chief Information Officer
Mr Phil McNaull, Director of Finance
Mr Gary Jebb, Director of Estates
Ms Zoe Lewandowski, Director of Human Resources
Dr Ian Conn, Director of Communications and Marketing
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 David Gray, Head of School of Biological Sciences
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:** Mr Barry Neilson, Director of Student Systems (for items 3 & 4)
Mr Noel Lawlor, Chief Internal Auditor (for item 5)
Ms Kirstie Graham, Deputy Head of Court Services
- Apologies:** The Principal
Vice-Principal Professor Sir John Savill
Vice-Principal Professor Yellowlees
Vice-Principal Professor James Smith
Mr Hugh Edmiston, Director of Corporate Services
Ms Leigh Chalmers, Director of Legal Services

1 Minute

Paper A

The Minute of the meeting held on 17 January 2017 was approved.

2 Principal's Communications

Senior Vice-Principal Professor Charlie Jeffery, on behalf of the Principal, reported on the following: Professor Peter Mathieson, currently President and Vice-Chancellor of the University of Hong Kong, had been appointed as the next Principal and Vice-Chancellor, start date to be confirmed; work on the City Deal was progressing; the Higher Education Research

Bill was progressing through the UK parliament with a number of amendments; the outcome of the review of the sector agencies, with further clarification awaited on the role of the Scottish Funding Council; the donation of £20m for research into autism received from the Simons Foundation, with Professors Peter Kind and Adrian Bird leading this cross disciplinary research.

SUBSTANTIVE ITEMS

3 Course Enhancement and Personal Tutor Questionnaire

Paper B

CMG considered an update on the roll-out of Course Enhancement Questionnaires, which reported on a number of interim changes that had been made to the semester 1 questionnaire based on feedback.

The experience over semester 1 had highlighted difficulties in communication and engagement and CMG was asked to approve a number of recommendations for semester 2, which included, among others, establishment of a short life working group to enhance communication and guidance; development of a communication plan to include engagement with Heads of School and UCU; and expert review of semester 1 data for evidence of bias to help in the review of the policy scheduled for August 2017.

During discussion, members noted that course enhancement questionnaires were long standing practice, which provided a useful self reflection tool. It was necessary and appropriate that the Course Enhancement Questionnaire be issued for Semester 2, but this had to be done with effective tailored guidance for staff and students. The Director of Communications would work with the Convener of the Short Life Working Group to develop a communication plan.

On that basis, CMG approved the recommendations in relation to the Course Enhancement Questionnaire as set out in the paper.

CMG considered the proposal for a short, focussed questionnaire for all students on their Personal Tutor experience, using the EvaSys platform but delivered separately from the Course Enhancement Questionnaire. Members were in agreement that better data on the Personal Tutor system would be helpful, but the view was that the timing was not right as there was a risk of students feeling over burdened with questionnaires. It was agreed that it may be useful to return to this proposal at a future date.

4 Service Excellence Programme

Paper C

Central Management Group considered an update on the Service Excellence Programme and discussed the other change management processes taking place in the University and the need for co-ordination, the scale of cultural change, resource issues and ensuring benefit

realisation. It was noted that the Service Excellence Programme Board was meeting that afternoon to agree next steps.

5 Internal Audit Status Report

Paper L1

CMG considered an update of progress against the Internal Audit Annual Plan, noting this had also been reviewed by Audit and Risk Committee.

Internal Audit Follow Up Report

Paper L2

CMG considered a report on internal audit recommendations outstanding for 2013/4 and 2014/5 and noted that work was ongoing to clarify how recommendations will be implemented and the format for reporting on these.

6 NSS Promotion and Guidelines Review

Paper D

CMG noted the recommendations of the panel set up to review how the National Student Survey (NSS) is promoted at the University. The revised and clearer guidelines and focus on promoting completion at School level were commended.

7 Stakeholder Consultation on Learning, Teaching and Student Experience

Paper E

CMG considered and endorsed the proposed approach for Senate and the Senate Committee consultation with Schools, Colleges and stakeholders on changes to strategy, policy or procedure on learning, teaching and student experience to provide more consistency and clarity regarding roles and responsibilities.

8 Home Office UK Visas and Immigration Audit

Paper F

CMG noted the report on the Home Office audit of the University's compliance with visa regulations, which took place in November 2016. The University's sponsor licence status was being maintained and licence renewed for a further four year cycle until 2021. The report on international students (Tier 4) had been received and subsequently the outcome of the audit on international staff (Tier 2 and Tier 5).

Following the recommendations made by UKVI and as a result of reflection on lessons learned during the process, there was work underway to further strengthen compliance arrangements, with a clear message that further work was needed to develop assurance processes, including a culture change in relation to the necessity of formal recording. An action plan was being developed and would come to a future meeting. The work of all staff involved in the audit was noted and commended.

9 Student Mental Health Strategy

Paper G

CMG considered the new Mental Health Strategy and the planned initiatives to promote the good mental health of students and support students who experience mental health difficulties.

Members noted the focus on promoting wellbeing, increasing resilience and effective stress management rather than replicating NHS services for students with mental illness, whilst recognising there were grey areas. There was discussion of being clear that the actions were beneficial and the challenges of assuring this. Members also raised the issue of supporting staff mental wellbeing and it was noted that outcomes from the working group could be shared to help inform this area.

10 Central Area Building Opening Hours

Paper H

CMG considered a proposal from the Central Area Building Opening Hours Group to extend opening hours of a number of University buildings in the central area, noting the planned 24/7 access for students to safe, supervised study space in the Main Library.

CMG endorsed the proposal but noted the importance of communicating this correctly given the further work needed outwith the central area and to enhance emergency egress arrangements.

11 Finance Director's Report

Paper I

The Finance Director reported on a positive position indicating potential improvement on the full year figure in the Q1 Full Year Forecast. Members had received the first TRAC return (a statutory government return that analyses the University's financial results by core activities of Teaching, Research and Other) following implementation of the new reporting standard FRS102, which suggested a healthy and sustainable financial position.

It was noted that the USS pension triennial review was due next year and it was expected that a consultation would be required on how to address the continuing deficit position.

12 People Report

Paper J

CMG noted the quarterly update, including the current pay negotiations, the Performance Improvement Policy and the review of the Guaranteed Hours model of resourcing teaching delivery.

There was discussion of recent developments and announcements in relation to Brexit. It was recommended that the University continue to monitor the situation and in the meantime enhance support to EU staff by providing further open legal briefing sessions, opportunities for short individual legal consultations (paid for by the University) and negotiated

preferential rates for staff with our employment lawyers. It was further proposed to extend the interest-free loan facility (developed to support non-EEA staff with their visa fees) to EU-staff seeking to secure documentation evidencing their right to be permanently resident in the UK and/or British citizenship.

CMG agreed these proposals should be developed by the Director of Human Resources and Deputy Secretary (Strategic Planning), the resource implications reviewed by the triumvirate and approved by the Senior Vice-Principal acting on behalf of the Principal, with the Director of Communications supporting communication in time to reassure staff before the Article 50 trigger decision

13 Report from Equality & Diversity Monitoring Research Committee Paper K

CMG noted the annual report from the Equality & Diversity Monitoring Research Committee and that data from both the student and staff reports had been presented by School and been circulated to Heads of School. The Vice Principal People and Culture would ask each Head of School to review their own School data to identify their equality and diversity priorities, the planned actions to address these and the support required.

ITEMS FOR NOTING OR FORMAL APPROVAL

14 Proposal for a New Division in Information Services Paper M

The proposal to reconfigure of the Applications Division within the Information Services Group and create a new Project Services Division was approved.

15 Proposal to Establish a Centre for Exoplanet Science Paper N

The proposal to establish a Centre for Exoplanet Science was approved.

16 Report from Fees Strategy Group Paper O1

The fee proposals set out in the paper were approved.

Routine Fee Proposals

Paper O2

The fee proposals for 2017/18 from the College of Arts, Humanities and Social Sciences and the College of Medicine and Veterinary Medicine were approved.

17 Creation of new Chairs and renaming of existing Chairs Paper P1

CMG approved the establishment of Chairs in the College of Arts, Humanities and Social Sciences, College of Medicine and Veterinary

**Paper P2
Paper P3**

Medicine and College of Science and Engineering as set out in the papers.

18 Principal's Strategy Group

Paper K

The report was noted.

19 Date of meetings for 2017/2018

The meeting dates for session 2017-18 were confirmed as follows:

- 29 August 2017
- 26 September 2017
- 31 October 2017
- 16 January 2018
- 20 February 2018
- 27 March 2018
- 22 May 2018 * (Cuillin Room, Charles Stewart House)
- 20 June 2018

at 10.00 am in Raeburn Room, Old College, except *

20 Date of next meeting

Tuesday, 28 February 2017 at 10.00am in the Raeburn Room, Old College.

21 CMG Communications

The Director of Communications reported on the key messages arising from the meeting that would be communicated more broadly.