



CENTRAL MANAGEMENT GROUP

11 April 2017

Minute

- Present:** Senior Vice-Principal Professor Charlie Jeffery (Convener)
Vice-Principal Professor Jane Norman
Vice-Principal Mr Chris Cox
Vice-Principal Professor James Smith
Ms Sarah Smith, University Secretary
Mr Hugh Edmiston, Director of Corporate Services
Mr Gavin McLachlan, Chief Information Officer
Mr Lee Hamill, on behalf of Mr Phil McNaull, Director of Finance
Mr Graham Bell, on behalf of 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 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 6 & 7)
Mr Dave Gorman, Director of Social Responsibility and Sustainability (for item 8)
Ms Kirstie Graham, Deputy Head of Court Services
- Apologies:** The Principal
Vice-Principal Professor Jonathan Seckl
Vice-Principal Professor Dorothy Miell
Vice-Principal Professor Sir John Savill
Vice-Principal Professor Yellowlees
Professor David Argyle, Head of School of Veterinary Medicine
Professor Ewen Cameron, Head of School of History, Classics & Archaeology
Mr Phil McNaull, Director of Finance
Mr Gary Jebb, Director of Estates
Ms Leigh Chalmers, Director of Legal Services

1 Minute

Paper A

The Minute of the meeting held on 28 February 2017 was approved.

2.1 Fire Evacuation Update

The Vice-Principal People and Culture briefly updated members on progress in developing a 'Fire Action Plan' to meet the requirements of

the Fire Safety Regulations. There was a range of ongoing action in this area and members were asked to lend their full support to progressing this. A more detailed paper would be brought to the next meeting.

2 Principal's Communications

Senior Vice-Principal Professor Charlie Jeffery, on behalf of the Principal, reported on the following: undergraduate RUK, European and international applications had increased but there continued to be challenges in widening participation recruitment and conversion; postgraduate applications had also increased; Article 50 had been invoked and the University had anticipated this with communications to staff and students; the Scottish Government had confirmed that EU entrants in 2018 would retain their fee status for their whole period of study; the current indication was that Professor Peter Mathieson, the new Principal, would be held to his 12 month notice period, meaning a start date of 1 February 2018 and the current Principal had agreed to remain in office for this period.

SUBSTANTIVE ITEMS

3 Planning Round Update

Paper B

CMG considered a first overview of the draft plans as submitted by major budget owners, noting the compressed timescale for this planning round due to the pace of change in the external environment and in particular the delayed timing of the Scottish Budget Bill.

Work was now being undertaken on cross cutting initiatives such as distance learning, service excellence, industrial engagement, city deal, widening access and employability. It was noted that revised plans would come to the next meeting prior to consideration and approval by Policy and Resources Committee and then Court.

The planning timetable explicitly recognised that the EUSA and EUSU financial year runs ahead of the academic year and that both organisations would benefit from early agreement of their budget allocation to support the handover between departing and arriving sabbatical teams. The EUSA plan was a step forward in improving financial sustainability with a commercial officer now supporting the sabbatical officers. EUSU's plan showed significant success against agreed targets to improve participation levels. There was a request for funding to support an additional post focused on widening participation and equality issues.

CMG endorsed EUSA and EUSU's plans, which would go to the April Court meeting for consideration and approval.

4 Finance Director's Update

Paper C

The Deputy Director of Finance spoke to the Quarter 2 forecast which was £18m favourable to the budget, although there had been an adverse movement of £2m on Q1 forecast. It was noted that there was an improvement in the operating surplus but given the adverse movement on Q1 it was important to be vigilant in ensuring the necessary operating surplus to deliver the current plans. A formal valuation of the USS pension scheme would take place on 31 March 2017 and a watching brief would be kept on this taking into account any potential impact both on the balance sheet and on University staff.

5 Review of Support for Disabled Students

Paper D

CMG considered the final report of the Review of Support for Disabled Students instigated by the Principal to scrutinise priority areas and recommend options for enhancement. The review focussed on accessibility and implementation of adjustments and noted that the key challenge was not identifying appropriate actions but ensuring they were implemented. To that end, the Report specified the bodies responsible for overseeing implementation and the Review Panel intended to provide a progress report to a future CMG meeting.

Members were in agreement on the importance of addressing this issue and there was discussion of the interface between Schools, the Student Disability Service and Estates in ensuring appropriate support to meet the needs of all students. Members noted that there would be an agreed set of adjustments for each School and discussed the need to recognise the College/Schools interface to ensure Schools were able to provide the necessary support for the adjustments. It was agreed that it would be helpful to more clearly articulate the issues across Schools and it was suggested that Vice Principal People and Culture, Deputy Secretary (Student Experience) and Student Disability Service would meet with the Heads of School on CMG to work through the specifics of implementing a system of mandatory adjustments.

CMG approved the Review of Support for Disabled Students as set out in the paper.

6 Service Excellence Programme Update

Paper G

CMG received an update on the Service Excellence Programme (SEP) and considered the recommendations arising from the February meeting of the SEP Board. The Board had welcomed the progress to date across all 4 programmes and noted that there were strong arguments for pressing on immediately with each of the 4 programmes. This was tempered by advice from the external consultants KPMG that no comparable University had attempted to implement business transformation on this scale at once.

Taking this into account, the Board concluded that a 5 year plan, rather than the mooted 3 year, should be developed with initial priority of Human Resource Transformation and the Student Administration and Support Programmes, followed by the Finance Transformation Programme. This detailed plan was now being developed and would include enhanced communication and change management support.

7 Course Enhancement Questionnaire

Paper H

CMG received an update on the implementation of recommendations to support the roll-out of Course Enhancement Questionnaires and a high level overview of the semester 1 data at an aggregate level.

Members noted a short-life working group had been established, chaired by Vice-Principal People and Culture to develop and communicate key guidance for staff; Professor Dave Robertson had been asked to convene a group to explore semester 1 data for evidence of bias (gender initially); work was ongoing on staff communication; and that the Course Enhancement Policy would be reviewed this year.

8 Social Finance Investment Proposals

Paper I

CMG considered a proposal for the University to develop a model for investing in a range of social finance opportunities that deliver impact for society. The proposed approach was a blended model, which would commence with investments made through existing and pooled opportunities, over time moving towards more active investment. CMG supported the idea that the University's approach to managing its portfolio of financial assets could be adjusted in order to generate positive social impact alongside traditional financial returns. Members noted that there was a proposed initial investment in the Big Issue Invest, which would require Court approval.

CMG endorsed in principle the proposed approach to develop a model for social finance investment but requested further work on the implementation of this proposal for consideration at a future meeting.

9 External Engagement

Paper E

CMG considered a proposed new and more strategic approach to University-level engagement activities. The new strategy would be delivered as a partnership between Schools, Colleges and key professional services, and would focus on 13 priority city/regions: New York, Boston, San Francisco, Shanghai, Toronto, Beijing, Hong Kong, Brussels, Singapore, London, Mumbai, Delhi, Bangalore. Members were supportive of the proposed approach, raised the importance of involving industry engagement in the new strategy and stressed the need for good communication between those planning University-level activities and academic colleagues active in various types of international engagement.

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| 10 | HeforShe | Paper F |
| | CMG considered and endorsed a proposal to participate in the UN HeForShe campaign IMPACT 10x10x10 initiative, noting that the University is well-placed to meet the commitments required by IMPACT Universities Champions. | |
| 11 | Accessibility Policy | Paper J |
| | CMG considered and approved the Accessibility Policy and Supporting Guidance. | |
| 12 | University Risk Register 2016-17 | Paper K |
| | CMG considered an initial update of the University Risk Register for 2017/18 and were invited to feedback any comments directly to the Director of Corporate Services. | |
| 13 | Rent Guarantor Scheme | Paper L |
| | CMG noted there had been a successful two year pilot of the Rent Guarantor Scheme and it was proposed to expand the scheme to include eligible first and final year students. CMG approved the continuance of the scheme, that it should be available to eligible students from all years of study and an increase in the maximum rent covered, to be reviewed from time to time. | |
| 14 | Health and Safety Quarter 2 Report | Paper M |
| | CMG noted a summary of health and safety related incidents during the period 1 December 2016 to 28 February 2017 and other relevant health and safety issues and developments. | |

ITEMS FOR NOTING OR FORMAL APPROVAL

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| 15 | Restructure of Research Centre and Institutes in the College of Medicine and Veterinary Medicine | Paper N |
| | CMG approved the proposal to bring together three existing research centres into a single Centre for Discovery Brain Sciences and the creation of the Institute for Regeneration and Repair as an overarching Institute for two existing Centres. | |
| 16 | UK Scholarly Communications Licence | Paper O |
| | The proposal for the University to adopt the UK Scholarly Communications Licence was approved. | |

17 Creation of new Chairs and renaming of existing Chairs **Paper P**

The establishment of a Chair of Food and Environmental Security in the College of Medicine and Veterinary Medicine was approved.

18 Digital Preservation Policy **Paper Q**

The Digital Preservation Policy was approved.

19 Principal's Strategy Group **Paper K**

The report was noted.

20 Date of next meeting

Tuesday, 30 May 2017 at 10.00am in the Project Room, 50 George Square.

21 CMG Communications

The Director of Communications reported the key messages arising from the meeting to be communicated more broadly were: review of support for disabled students; new strategy for external engagement; and proposals for social finance investment.