



**CENTRAL MANAGEMENT GROUP**  
**Project Room, 50 George Square**  
**30 May 2017, 10.00 am**

**AGENDA**

- 1 Minute** **A**  
To approve the minutes of the previous meeting held on 11 April 2017.
- 2 Matters Arising** **Verbal**  
To raise any matters arising.
- 3 Principal's Communications** **Verbal**  
To receive an update by the University Secretary.

**SUBSTANTIVE ITEMS**

- 4 Incident Management Plan Update** **Verbal**  
To receive an update from the Director of Estates.
- 5 Planning Round** **B**  
To consider and endorse the paper by Deputy Secretary, Strategic Planning.
- 6 Finance Director's Report** **C**  
To consider and comment on updates by the Director of Finance.
- 7 Strategic Plan Performance Measurement Framework** **D**  
To consider the paper by the Deputy Secretary, Strategic Planning.
- 8 Supporting Personal, Professional and Career Development** **E**  
To endorse the paper by the Deputy Secretary, Student Experience.
- 9 Sexual Violence** **F**  
To consider and discuss the paper by Vice-Principal People and Culture
- 10 Enlightenment scholarships** **G**  
To consider and approve the paper by the Assistant Principal Researcher Development.
- 11 Research Excellence Framework Preparations** **H**  
To note the update from the REF Manager.
- 12 Research Policy Group Report** **I**  
To note the report from the REF Manager.
- 13 Any Other Business** **Verbal**  
To consider any other matters by CMG members.

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

- |           |   |                        |
|-----------|---|------------------------|
| <b>14</b> | <b>Creation of new Chairs and renaming of existing Chairs</b><br>To <u>approve</u> .              | <b>J1</b><br><b>J2</b> |
| <b>15</b> | <b>Royal College of General Practitioners Blue Plaque</b><br>To <u>approve</u> .                  | <b>K</b>               |
| <b>16</b> | <b>Compliance with Education Act 1994</b><br>To <u>note</u> .                                     | <b>L</b>               |
| <b>17</b> | <b>Implementing the Prevent Duty: Update</b><br>To <u>note</u> .                                  | <b>M</b>               |
| <b>18</b> | <b>Expenses Policy Update</b><br>To <u>note</u> .   | <b>N</b>               |
| <b>19</b> | <b>Principal's Strategy Group</b><br>To <u>note</u> .   | <b>O</b>               |
| <b>20</b> | <b>Date of next meeting</b><br>Tuesday, 20 June 2017 at 10.00am in the Raeburn Room, Old College. |                        |



**CENTRAL MANAGEMENT GROUP**

**11 April 2017**

**[Draft] 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, starting in 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.

#### **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.

- |           |   |                |
|-----------|---|----------------|
| <b>10</b> | <b>HeforShe</b>   | <b>Paper F</b> |
|           | 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.  |                |
| <b>11</b> | <b>Accessibility Policy</b>   | <b>Paper J</b> |
|           | CMG considered and approved the Accessibility Policy and Supporting Guidance.   |                |
| <b>12</b> | <b>University Risk Register 2016-17</b>   | <b>Paper K</b> |
|           | 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.  |                |
| <b>13</b> | <b>Rent Guarantor Scheme</b>  | <b>Paper L</b> |
|           | 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. |                |
| <b>14</b> | <b>Health and Safety Quarter 2 Report</b>   | <b>Paper M</b> |
|           | 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**

- |           |   |                |
|-----------|---|----------------|
| <b>15</b> | <b>Restructure of Research Centre and Institutes in the College of Medicine and Veterinary Medicine</b>   | <b>Paper N</b> |
|           | 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. |                |
| <b>16</b> | <b>UK Scholarly Communications Licence</b>  | <b>Paper O</b> |
|           | 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.





CENTRAL MANAGEMENT GROUP

30 May 2017

Planning Round: 2017-21

**Description of paper**

1. This paper provides a synthesis of the business plans produced by the main budget holders into a single University document as part of the process of approving plans and investment bids.

**Action requested/Recommendation**

2. CMG is asked to consider and endorse the plans and proposed investments for progression to Policy and Resources Committee on 5 June 2017 and Court on 19 June 2017.

*Paragraphs 3 - 18 have been removed as exempt from release due to FOI.*

**Resource implications**

19. This paper supports strategic decisions on resource allocation.

**Risk Management**

11. The key risks identified during the Business Planning round are associated with the uncertainty around the constitutional, funding and policy environment in which the University operates. The Finance Director has also noted the potential for the revaluation of the USS pension scheme, outcome currently unknown, to increase costs in future planning rounds.

12. The University will maintain a positive focus on diversification of income sources and growth to sustain improvements in research and teaching and international reputation. Each College and Support Group risk registers flows into the University's risk register; managed by Risk Management Committee. Senior management also has a number of management levers effectively utilised in previous years to control costs when necessary; including tighter controls on recruitment and extending the phasing of capital costs.

**Equality & Diversity**

13. Equality is considered within the plans of the individual budget holders

**Next steps/implications**

14. The plan and proposals for investment, following input from Central Management Group, will progress to Policy and Resources Committee on 5 June and to University Court on 21 June 2017.

**Consultation**

15. The planning round process includes a round table discussion between the budget holders and reviews of the initial and final draft plans by the thematic Vice-Principals in addition to meetings between the Planning Triumvirate and individual budget-holders. PSG has discussed the draft plans and the prioritised investment proposals.

**Further information**

16. Authors

Jonathan Seckl

Phil McNaul

Tracey Slaven

Presenter

Tracey Slaven

Deputy Secretary Strategic Planning

**Freedom of Information**

17. The paper is closed until completion of the business planning round. At that time, the paper will be reviewed before release, for redaction of commercially sensitive material.



**CENTRAL MANAGEMENT GROUP**

**30 May 2017**

**Finance Director's Report**

**Description of paper**

1. This paper summarises the finance aspects of recent activities on significant projects and initiatives and reports the Quarter 3 Full year Forecast for the University Group.

**Action requested/Recommendation**

2. Central Management Group is asked to note the Q3 forecast surplus of £48m, which is £19m favourable to the budget. The forecast surplus has moved favourably by £2m on Q2 forecast, which is an encouraging sign of the University's financial position for the year. The key measure of Unrestricted Surplus is forecast at £28m (budget 29m). CMG Colleagues can use this report to brief their teams on Finance matters.

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

**Risk Management**

21. The University continues to proactively manage its financial risk by not breaching the following minimum criterion - unrestricted surplus of 2% gross income. The Q3 full year forecast demonstrates that we are on track to achieve this position but we need to manage funds carefully to ensure that.

**Equality & Diversity**

22. 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**

23. Requested feedback is outlined in the discussion above.

**Consultation**

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

**Further information**

25.

Author

Lorna McLoughlin  
Senior Management Accountant

Presenter

Phil McNaull  
Finance Director

23 May 2017

**Freedom of Information**

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



CENTRAL MANAGEMENT GROUP

30 May 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. This is an update on the development of the dashboards for the Court and Central Management Group strategic performance indicators.

**Action requested**

2. CMG is asked to
  - a) Note the development of the framework
  - b) Indicate whether they would welcome a demonstration of the suite of online Court and CMG drill-down dashboards at their next meeting.

**Background and context**

3. At its meeting of 17 January 2017, CMG endorsed the strategic performance measures proposed for the Court and CMG dashboards and agreed that a virtual sub-group of CMG agree targets where appropriate. CMG also agreed the following next steps:
  - a) Development of a hub through which information on these measures can be accessed.
  - b) Continued work to develop robust measures in those areas for which no measure currently exists
  - c) Continual refinement of our understanding of the data that underpins the measures
  - d) Ongoing review of the framework, with the intention of refining the framework if better ways of measuring both outcomes and leading indicators become available.
4. Shortly after the January meeting, the CMG sub-group agreed proposed targets for the performance measures. The performance measures and proposed targets were discussed and endorsed by University Court at their meeting of 6 Feb 2017.
5. In February, Governance & Strategic Planning circulated College, School and Support Group level data for the appropriate performance measures to all colleagues attending and supporting the University Planning Round Triumvirate meetings. The Triumvirate meetings included discussion of proposed targets.

***Dashboards Update***

6. We are introducing a new approach to the collection, presentation and publication of the data and measures being used to monitor progress against our strategic objectives. We are making significant progress with the following, much of which is nearing completion:
  - a) **A collectively owned repository of strategic performance datasets** containing all of the data extracts necessary for generation of each of the Court and CMG measures, plus additional drill-down data, as well as robust

measure and data definitions. We have convened a group of data providers and data analysts, each with ongoing responsibility for a designated data extract. The repository will also be shared with a designated group of College and Support Group colleagues who will be able to use the datasets to generate additional reports and dashboards for their own purposes.

The repository is Excel based and is 'data-visualisation-tool-independent'. This is important to us for a number of reasons, including: maximising the potential for straightforward use by a range of staff across the University; flexibility to use different visualisation tools for different purposes and audiences; and mitigation of the risk associated with potential changes to licensing arrangements or costs for specific business intelligence tools (particularly, but not limited to, cases where we do not have an institution wide licence).

- b) **At-a-glance, dashboard-style reports of progress against targets** for each measure (for both Court and CMG sets of measures). These will be accessible to Court and CMG members online and printable in PDF format. They include links from each measure to corresponding online dashboards providing further drill-down data visualisations. These progress reports are automatically generated from the datasets in the shared repository. See Annex A for example screenshots.
- c) **Online suite of dashboards providing drill-down data visualisations** for each Court and CMG measure. These will include information on the purpose of the measure and brief definitions as well as links to related data, dashboards or themed strategies. The dashboards are automatically generated from the datasets in the shared repository. A major benefit for colleagues across the University, particularly those in business intelligence and planning teams, is the automatic creation of College, School and Support Group level versions of the Court and CMG measures (where relevant) at a click of a filter button. See Annex A for example screenshots.
- d) **A range of data visualisation and publication options to suit different audience needs** (and different rights of access to corporate data). Court and CMG members will be able to access the progress reports plus the associated data visualisation dashboards via the existing Court and CMG intranets. We also hope to provide Court and CMG members with the option of viewing the dashboards in the Microsoft Power BI app which can be accessed via the University's Office 365 menu. In addition to other benefits, this provides a superior navigation experience and allows viewing on mobile devices. Some CMG members from the College of Arts, Humanities and Social Sciences (CAHSS) and the College of Science and Engineering (CSCE) will already be familiar with this. We will also be making (an appropriate level of detail for an agreed range of) strategic performance measure visualisations and information available to the wider University staff community on an intranet via a MyEd login and to the public via the Strategic Plan 2016 section of the University website. We will shortly be mocking up some prototypes to experiment with the options for this.

7. The 'third tier' of performance measures will emerge as part of our continuing work to streamline the key strategic performance monitoring activities led or coordinated by Governance and Strategic Planning. In particular, through further development of the metrics within the Support Group Service Expectation Statements and through submission of any additional performance measures within College, School and Support Group three year rolling business plans during the next and subsequent University planning rounds. These 'third tier' performance measures are intended to evidence the progress being made by Support Group business areas and Schools in the delivery of outputs and activities critical to our overall success as a University in achieving our strategic objectives (and which are not otherwise captured in the necessarily limited range of CMG and Court level 'outcome' and 'impact' focused measures). We have designed the shared dataset repository and dashboards applications in a way which will allow straightforward incorporation of these additional measures by Colleges and Support Group colleagues.

8. The strong consultative and collaborative dimension to our work to date has been, and will continue to be, of crucial importance if we are to fulfil our aim of creating a genuine sense of shared ownership of the strategic performance measures and dashboards. We have worked closely with all data providers and data analysts to build a robust, mutual understanding of the purpose of the measures being used (and their pros and cons) and thus, of source data requirements and the necessary nuances in data definitions and subsequent analysis. All colleagues are benefitting from the increased sharing of best practice across business areas. Governance & Strategic Planning have learned a lot from the CAHSS and CSCE College Office business intelligence and planning teams as well as the Research Management Information Services team who have helped pave the way thanks to their own innovative dashboard developments. We will continue to work closely with colleagues who are developing other dashboards which overlap with, or complement, the strategic performance measures and themes within the Court and CMG dashboards.

### **Risk Management**

9. 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 a risk for the university”.

### **Equality & Diversity**

10. The strategic performance framework dashboards and other online or printed material will comply with accessibility requirements.

11. 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

### **Next steps/implications**

12. Between May and August, we will be progressing with the following, in conjunction with our group of data providers and data analysts and extending our consultation activities to encompass a wider range of colleagues:

- a) A user-testing and design phase to ensure that the progress reports and drill-down dashboards for Court and CMG are intuitive to use and that the

visualisation choices and content lend themselves to clear and insightful interpretation.

- b) Adding the remaining data source extracts to the strategic performance dataset repository and transforming/filtering as required
- c) Providing CMG with online dashboards ready for use from the beginning of academic year 2017/18.
- d) Completion of our prototypes for creation and publication of strategic performance measure information and dashboards for access by the wider University staff community and the public; project planning for the development and implementation of these during 2017/18.
- e) Discussing, agreeing and starting to put in place the governance and processes which will be necessary for the ongoing, 'business-as-usual' development, maintenance and review of the framework and dashboards.
- f) We will finalise a range of measures of success to use as part of our ongoing review of the strategic performance measures, the dashboards themselves and the associated dissemination and communication activities.

### **Resource implications**

13. The development of measures and dashboards has the following implications:

- a) Developing the new measures, dashboards and hubs through which the measures can be accessed by different audiences (internal and external) has resource implications. Governance and Strategic Planning has a small budget to commission a 'Social and Economic Impact' measure, but other activities will be delivered out of existing resource. This places limitations on our ability to quickly deliver the whole framework. As stated in our paper to the CMG of 17 January 2017, we expect this to take until the end of 2017/18.
- b) If we are to offer Court and CMG members the option of viewing the dashboards using the Power BI app in the University's Office 365 environment, we will need to purchase a licence for each member (given changes to the Power BI licensing terms and conditions from June 2017). These are available individually at the relatively low cost of approx. £17 per year. A number of colleagues in CAHSS, CSCE and Governance & Strategic Planning have licences. Finance is also participating in a Microsoft funded project with the University of Aberdeen to develop a Management Accounts dashboard in Power BI, for which it is expected Power BI licences will be required. If we wish to make some, or all, of the dashboards available in the Office 365 Power BI app to all staff, or subsets of the dashboard to designated staff groups, it may be wiser to consider an institution wide licence as part of our current Office 365 contract as this would reduce the per capita cost significantly.

### **Consultation**

14. Colleagues from across the University have been regularly consulted during the data repository and dashboard development process. See Annex B for details.

15. A draft of this paper was reviewed by Pauline Jones, Head of Strategic Performance and Research Policy and Tracey Slaven, Deputy Secretary, Strategic Planning.

**Further information**

16. Author

Lynda Hutchison  
Governance and Strategic Planning  
16 May 2017

Presenter

Tracey Slaven  
Deputy Secretary, Strategic Planning

**Freedom of Information**

17. This paper is open. Annex A is closed as the performance measures represent policy under development. A version of the dashboards will be shared on the University website once agreed.







CENTRAL MANAGEMENT GROUP

30 May 2017

**Supporting Personal, Professional and Career Development**

**Description of paper**

1. Universities face growing scrutiny of their graduate outcomes from government, employers and students at individual, economic and societal levels. This paper outlines the approach to ongoing development of careers and employability provision across the University, in support of the Learning and Teaching Strategy and our strategic objective *'to equip students with the knowledge, skills and experiences to flourish in a complex world and become successful graduates who contribute to society'*.

**Action requested/Recommendation**

2. Central Management Group is asked to comment on and endorse this approach.

*Paragraphs 3 - 35 have been removed as exempt from release due to FOI.*

**Risk Management**

36. A patchy, disconnected, uncoordinated approach risks reducing the efficacy of interventions, particularly in the utilisation of staff time and expertise, alumni and employer/industry engagement, and reputational damage which could slowly erode our position. The activity and approach outlined in this paper is intended to reduce the risk to the University of our students not fulfilling their potential and making successful transitions beyond study.

**Equality & Diversity**

37. Equality of access to and support for employability, personal, professional and career development is vital for all student cohorts. Ensuring effective mainstream support and avoiding an overreliance on co- and extra-curricular activities through effective curriculum design in part responds to this. However particular student cohorts, such as disabled students, those from other widening participation backgrounds and international students may require specific or additional support.

38. The focus of this paper is on undergraduate students. Similar approaches and considerations need to be made for PGT students, recognising the particular challenges of an intense one year experience. Similarly the career development of PGR students cannot be overlooked and is being considered in partnership with IAD and the current work on Excellence in Doctoral Education led by VP Bradshaw.

*Paragraph 39 has been removed as exempt from release due to FOI.*

40. Author

Shelagh Green  
Director for Careers and Employability

Presenter

Shelagh Green  
Director for Careers and Employability

**Freedom of Information**

41. This paper contains commercially sensitive data and is not included in open business.



CENTRAL MANAGEMENT GROUP

30 May 2017

**Sexual Violence**

**Description of paper**

1. This report updates Central Management Group on the steps that have been taken to address the issue of sexual violence on campus, following the formation of a group convened by VP Jane Norman in 2015.

**Action requested/Recommendation**

2. Central Management Group is asked to note the actions taken to date and endorse the proposed direction of travel.

*Paragraphs 3 - 17 have been removed as exempt from release due to FOI.*

**Risk Management**

18. The risk of inaction is greater than the risk of action. The University has the opportunity to enhance its reputation by acknowledging the scale of this difficult issue and showing leadership in challenging behaviours and supporting survivors better.

**Equality & Diversity**

19. This paper does not propose any new policies or practices so no Equality Impact Assessment has been carried out at this stage. Generally, future initiatives and actions in this area should be seen as helpful in addressing gender inequality specifically and other forms of discrimination more broadly.

*Paragraph 20 has been removed as exempt from release due to FOI.*

**Consultation**

21. The paper has been reviewed by VP People & Culture Jane Norman.

**Further information**

22. Author

Gavin Douglas  
Deputy Secretary, Student Experience  
May 2017

Presenter

VP Jane Norman

**Freedom of Information**

23. This paper is closed.



CENTRAL MANAGEMENT GROUP

30 May 2017

**Enlightenment Scholarships: a New Form of PhD Scholarship**

**Description of paper**

1. Following discussions in Principal's Strategy Group and Central Management Group, and further consultations with Schools and Colleges, this paper presents further information about a new style of PhD scholarship, with the working title "Enlightenment Scholarships." This paper describes the proposals in details and seeks formal approval of the scheme.

**Action requested/Recommendation**

2. CMG is asked to formally approve the proposals, so that recruitment for a prototype programme in the 2018-19 academic year may begin with advertisement of the new scholarships in late 2017.

**Background and context**

*Paragraphs 3 - 36 have been removed as exempt from release due to FOI.*

**Risk Management**

37. Not increasing our PhD student numbers to Russell group levels carries a significant risk for our performance in REF. Financial risks associated with the prototype implementation and small and would be time limited.

**Equality & Diversity**

38. There are no Equality and Diversity issues arising directly from this paper.

*Paragraphs 39 - 41 have been removed as exempt from release due to FOI.*

**Consultation**

42. The paper was commissioned by Principal's Strategy Group. A draft paper has been discussed in consultations with the Schools and Colleges, and approved by Senate Researcher Experience Committee.

**Further information**

43. Further information is available from Assistant Principal Professor Jeremy Bradshaw.

44. Author

Assistant Principal Bradshaw  
7 May 2017

Presenter

Assistant Principal Bradshaw

**Freedom of Information**

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



CENTRAL MANAGEMENT GROUP

30 May 2017

**Research Excellence Framework preparations**

**Description of paper**

1. This paper updates Central Management Group on preparations for REF2021, including the recent university-wide REF readiness exercise.

**Action requested**

2. CMG is asked to note the paper.

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

**Risk Management**

17. Failure to grow and diversify sources of research income, and to respond to external drivers such as REF2021 and changes in the regulatory infrastructure for research, is a specific risk in the University Risk Register.

18. The performance of the University in REF influences both our reputation and funding, and in both areas the university has a low appetite for risk. It is important that we take action to minimise risks to our performance.

19. A full REF risk register is available on request.

**Equality & Diversity**

20. We will carry out Equality Impact Assessments of our policies and processes at various points in the REF cycle. The 2021 exercise, like its predecessor, will have an emphasis on ensuring that research staff are given equal opportunity to participate, and is also likely to have a greater emphasis in the environment template on specifying what we are doing to support research staff of all characteristics. We have good template for EIAs to draw on from REF2014<sup>1</sup> but are keen to ensure we are drawing on the most up-to-date best practice. We also expect to get more guidance on what is expected from the funding bodies.

*Paragraphs 21 - 22 have been removed as exempt from release due to FOI.*

**Consultation**

23. The REF readiness exercise, Stern, and actions identified as a result of these were outlined in an earlier paper to Research Policy Group in April 2017 at the conclusion of the REF readiness exercise. The REF board was proposed at the RPG meeting and endorsed at the PSG meeting of 16 May. A draft of this paper was discussed with the VP Planning, Resources and Research Policy and Deputy Secretary, Strategic Planning.

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<sup>1</sup> The final Equality Impact Assessment of REF2014 can be found here: <http://www.ed.ac.uk/governance-strategic-planning/research/ref>

**Further information**24. Author and presenter

Pauline Jones, University REF Manager  
Governance and Strategic Planning

16 May 2017

**Freedom of Information**

25. This paper should not be included in open business because disclosure could prejudice substantially the commercial interests of the University, under Section 33 of the Freedom of Information Act (Scotland) 2002.



**CENTRAL MANAGEMENT GROUP**

**30 May 2017**

**Research Policy Group Report**

**Research Policy Group**

1. Meetings in 2016-17 so far: 17 April 2017, 20 February 2017, 9 December 2016, 30 September 2016

**Action Required**

2. CMG is asked to note the key points made at the meetings in 2016-17.

*Paragraphs 3 - 4 have been removed as exempt from release due to FOI.*

**Full minute**

5. Minutes of RPG meetings are available at <https://www.ed.ac.uk/governance-strategic-planning/research/rpg>

**Equality & Diversity**

6. No specific equality and diversity issues have been raised by the committee in respect of the points above, except in relation to REF preparations. The separate paper on REF outlines the implications of REF in relation to Equality and Diversity.

**Further information**

7. <u>Authors</u>	<u>Presenter</u>
Jonathan Seckl/Pauline Jones	Pauline Jones

15 May 2017

**Freedom of Information**

8. This paper is closed because disclosure could prejudice substantially the commercial interests of the University, under Section 33 of the Freedom of Information Act (Scotland) 2002.





CENTRAL MANAGEMENT GROUP

30 May 2017

**Proposal to establish The Chair of Africa and International Development**

**Description of paper**

1. The paper outlines the case for the establishment of the Chair of Africa and International Development in the School of Social and Political Science in the College of Arts, Humanities and Social Sciences.

**Action requested/Recommendation**

2. Central Management Group is asked to approve the creation of the Chair and recommend to Court and Senate the adoption of the appropriate Resolutions.

**Background and context**

3. The School of Social and Political Science seeks to appoint a world-leading scholar to the Chair of Africa and International Development. The Chair will be located in the Centre of African Studies in the School of Social and Political Science, with leadership roles including, initially, Direction of the Centre, with ongoing leading contributions in International Development.

4. The Chair of Africa and International Development provides leadership in research and teaching in the social science of Africa and International Development; leads in the generation of externally funded research activity; champions the development of interdisciplinary approaches to research (including research on global challenges within the College of Arts, Humanities and Social Science as appropriate), and in the development and delivery of teaching and supervision. The Chair will undertake administrative responsibilities, including managerial responsibilities, contributing to staff development and planning for the allocation of resources.

5. The postholder will take on the role of Director of the Centre of African Studies, for three years in the first instance.

6. The postholder will, on an ongoing basis, play a leadership role in the area of International Development, in which African Studies connects with other academic communities within and beyond the School; and in the University's Global Development Academy.

7. The Centre of African Studies was founded in 1962. It was one of the original African Studies Centres in the UK founded on the recommendation of the Hayter Commission.

8. Today the Centre is one of Europe's leading Centres of Africanist expertise, hosting 20-25 academics. The last ten years, especially, have seen the Centre grow in dimensions and range of activities to become a fully-fledged partner in the School of Social and Political Science's complement of seven primary academic units, with other connections also newly extending across the University. It hosts the University of Edinburgh's Mastercard Foundation Scholars Programme.

### **Discussion**

9. We submit this request to create a substantive chair for consideration by CMG. It is suggested that the position be available from January 2018.

### **Resource implications**

10. The Chair will be funded by core funds, as budgeted and agreed in the School Plan.

### **Risk Management**

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

### **Equality & Diversity**

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

### **Next steps & Communication**

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

### **Consultation**

14. The paper has been reviewed and approved by the Head of School, Professor Fiona Mackay.

### **Further information**

15. Author

Lorraine Stewart  
Secretary, Committee for the  
Selection of Chairs, CAHSS  
3 May 2017

Presenter

Vice-Principal Professor Dorothy Miell  
Head of the College of Arts, Humanities and  
Social Sciences

### **Freedom of Information**

16. The paper can be included in open business.



CENTRAL MANAGEMENT GROUP

30 May 2017

**Proposal to establish a Chair of Tropical Agriculture and Sustainable Development and a Chair of Comparative Neuropathology**

**Description of paper**

1. This paper outlines the case for the establishment of the following Chairs, to be based within the Roslin Institute:

- Tropical Agriculture and Sustainable Development
- Comparative Neuropathology

**Action requested/Recommendation**

2. Central Management Group is asked to approve the establishment of these new Chairs.

**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**

*Tropical Agriculture and Sustainable Development*

4. The Roslin Institute seek approval to establish a Chair in Tropical Agriculture and Sustainable Development. This Chair will also act as Director for the Centre for Tropical Livestock Genetics and Health (CTLGH), established jointly by the University, Scotland's Rural College and the International Livestock Research Institute. They will be responsible for its overall strategy and portfolio of research programmes. They will also be expected to lead their own programme of research within the University and its partner institutions in the CTLGH in the broad area of Tropical Livestock Genetics and Health.

5. The CTLGH is an alliance of the partners mentioned above and headquartered in Nairobi, Kenya. The centre with its nodes in Edinburgh and Nairobi aims to help farmers in developing countries to improve the quality and productivity of their livestock, and has attracted its first major grant from the Bill and Melinda Gates foundation to fund research programmes and projects within the Centre.

6. The Chair holder is expected to supervise graduate students, attract external funding and contribute to the development and implementation of centre programmes and the intellectual life of its partner institutions.

*Comparative Neuropathology*

7. The Roslin Institute appointed to a Chair in Neuropathology in 2014, however the Chair was never formally created. As there is already a Chair of Neuropathology, it is proposed to establish a Chair of Comparative Neuropathology.

**Resource implications**

8. The Chairs will be funded as budgeted for and agreed by the College.

**Risk Management**

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

### **Equality & Diversity**

10. The appointment to this Chair will be made in accordance with University policy and therefore good practice in respect of equality and diversity will be followed in taking forward the appointment.

### **Next steps/implications**

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

### **Consultation**

12. This paper has been reviewed by the Head of the College of Medicine and Veterinary Medicine.

### **Further information**

13. Author

Professor Bruce Whitelaw  
Interim Director  
The Roslin Institute, CMVM

Presenter

Professor David Argyle  
Head of the Royal (Dick) School of  
Veterinary Studies

### **Freedom of Information**

14. This paper can be included in open business.



**CENTRAL MANAGEMENT GROUP**

**30 May 2017**

**Royal College of General Practitioners Blue Plaque**

**Description of paper**

1. The Royal College of General Practitioners (RCGP) seek to erect a Blue Plaque to commemorate the late Professor Richard Scott (1914-1983), James Mackenzie Professor of Medicine in relation to General Practice in the University of Edinburgh, and the first Professor of General Practice in the world, on 15 June 2017 at MacKenzie House, University of Edinburgh.

**Action requested/Recommendation**

2. The RCGP Heritage Committee have secured funding for this event and planning permission has been cleared by Edinburgh City Council. CMG is asked to agree that the plaque may be erected on MacKenzie House.

**Background and context**

3. The Royal College of General Practitioners (RCGP) has previous experience of erecting heritage plaques, under the guidance of the College Heritage Committee. Following on from discussions with Professor David Weller and others based at MacKenzie House the RCGP wishes to celebrate the life and work of Professor Richard Scott, the first Professor of General Practice in the world. It seems appropriate to coincide the plaque unveiling with the RCGP's Annual Richard Scott Lecture to be held on 15 June 2017 at the University. The plaque will be unveiled by the current RCGP President – Dr Terry Kemple; a number of important local dignitaries, members of RCGP Scotland and the University will be invited.

4. A great deal of behind the scenes work has already taken place:

- Dr Bill Reith (Chair of Heritage Committee) and Dr Sharon Messenger (Archivist) have visited the site and have the full support of members of the Scott family (who live locally) and Professor David Weller, the current James Mackenzie Professor of General Practice / Programme Co-Director (Master of Family Medicine).
- The Plaque has been produced by Leander Architectural, a specialist company commissioned by the RCGP to hold its crest and produce its plaques. See attached image (Appendix 1).
- The event also has the full backing and support of the RCGP Scotland office and the South East Scotland Faculty of the RCGP.
- Planning Permission has been checked by Edinburgh City Council.
- Discussions have taken place with the University Facilities team about the practical installation of the plaque.

5. We seek approval from the University to ensure that this event can take place on 15 June 2017.

## **Discussion**

6. This is a great opportunity for the University to celebrate a significant worldwide historical achievement. Professor Richard Scott was appointed to the James Mackenzie Chair of Medicine in relation to General Practice in 1963 – so becoming the first Professor of General Practice in the UK, and indeed the world. The Chair's foundation was supported financially by the family of the late Sir James Mackenzie, widely regarded as the 'father' of general practice, and the Rockefeller Foundation in New York. It is a great opportunity to promote the role of the University in developing academic general practice and also to encourage general practice as an academic discipline.

7. There is little here to debate given that there is a great deal of good will towards this project and event and the RCGP Heritage Committee have already secured funding and permissions. The reception has already been organised by Professor Weller's PA and the RCGP have agreed to contribute financially to accommodate extra attendees.

## **Resource implications**

8. There are no financial resources required from the University apart from the practical costs involved in erecting the plaque to MacKenzie House for which we would seek assistance from the University facilities team.

9. If the University has an official photographer it would be appreciated if he/she might be made available on the occasion to provide publicity photography that might be used by both the University and the RCGP to promote the event and record it for posterity.

## **Risk Management**

10. There are no significant risks involved in this event and no such precautions have been necessary at previous plaque unveilings.

## **Equality & Diversity**

11. The event will be by invitation but there are no issues relating to equality and diversity. The Lecture afterwards is open to the public, advertised on the web.

<http://www.rcgp.org.uk/learning/scotland/south-east-scotland-faculty/richard-scott-lecture-2017.aspx>

<http://www.ed.ac.uk/usher/news-events/events-2017/richard-scott-lecture-2017>

## **Next steps & Communication**

12. We are seeking a fairly quick decision so that invitations may be sent out and the event can be organised.

## **Further information**

### **13. *Author***

Dr Bill Reith/Dr Sharon Messenger  
Chair of RCGP Heritage  
Committee/RCGP Archivist  
4 May 2017

### ***Presenter***

Gary Jebb  
Director of Estates

## **Freedom of Information**

14. Open.

## Appendix 2: Planning Permission

Dear Sharon

In general we only ask for permission for plaques when placed on a listed building. As far as I can see MacKenzie House is not listed so a plaque may be erected here without any need for permission.

Kind regards,

Helpdesk Planner

Planning & Building Standards

The City of Edinburgh Council

Telephone: 0131 529 3571

E-mail: [planning@edinburgh.gov.uk](mailto:planning@edinburgh.gov.uk)

[www.edinburgh.gov.uk/planning](http://www.edinburgh.gov.uk/planning)

Follow us on Twitter for the latest Planning updates <http://twitter.com/planningedin>

**From:** Planning

**Sent:** 16 March 2017 15:45

**To:** Planning Response

**Subject:** FW: Royal College of General Practitioners Blue Plaques

**From:** Sharon Messenger [<mailto:Sharon.Messenger@rcgp.org.uk>]

**Sent:** 16 March 2017 12:49

**To:** Planning

**Cc:** Bill Reith - [bill.reith@btinternet.com](mailto:bill.reith@btinternet.com)

**Subject:** Royal College of General Practitioners Blue Plaques

The Royal College of General Practitioners has a process to erect heritage plaques to influential GPs, under the guidance of the College's Heritage Committee. The first was in June 2008 in memory of Dr RMS McConaghey, Foundation Editor of the College Journal. The latest plaque to be erected was to A J Cronin, author of *The Citadel*, in his former surgery in Westbourne Grove, West London in 2015.

The Heritage Committee is keen to explore the possibility of erecting a plaque to the late Professor Richard Scott who was the first Professor of General Practice in the world, receiving his Chair in Medicine in Relation to General Practice at Edinburgh University in 1963. The chair was named the James Mackenzie Chair of General Practice following a substantial endowment from the family of the late Sir James Mackenzie, widely acknowledged as the father of modern general practice.

Professor Scott was also a founder member of the College and a former Chair of Scottish Council.

The proposed site for the plaque is Mackenzie House, the former building of the Department of General Practice, which is on the corner of Richmond Place and owned by the University. Dr Bill Reith (Chair of the Heritage Committee) and Dr Sharon Messenger (the archivist) have visited the site and spoke with Dr Donald Thomson and Faye Johnstone (Mackenzie Medical Centre) who along with Professor David Weller, (currently James Mackenzie Chair of General Practice) are enthusiastic about and supportive of the proposal. RCGP Scotland have also been made aware of the proposal and would support the initiative.

I wonder if you might direct me to the correct department that deals with Heritage plaques who might advise me on the next steps to ensure that planning permission can be granted.

Do let me know if you need any further information.

With all best wishes,

Sharon

**Dr Sharon Messenger**

Archive and Records Officer | Information Security

Royal College of General Practitioners

30 Euston Square, London, NW1 2FB

Tel: 020 3188 7553 | [Sharon.Messenger@rcgp.org.uk](mailto:Sharon.Messenger@rcgp.org.uk)



# LEANDER ARCHTECUTRAL

Appendix 1

Draft layout for: The Royal Society of General Practitioners

Plaque Ref: Professor Richard Scott // Plaque Size: 18" (460mm) Diameter

Font & Sizes: Times Roman -9, 15, 19 & 30mm U/lc

Layout Scale: 1:3 // Material: Re-cycled Cast Aluminium

Surface Finish: Painted - Base - Blue BS18E53 - Text & Border - White

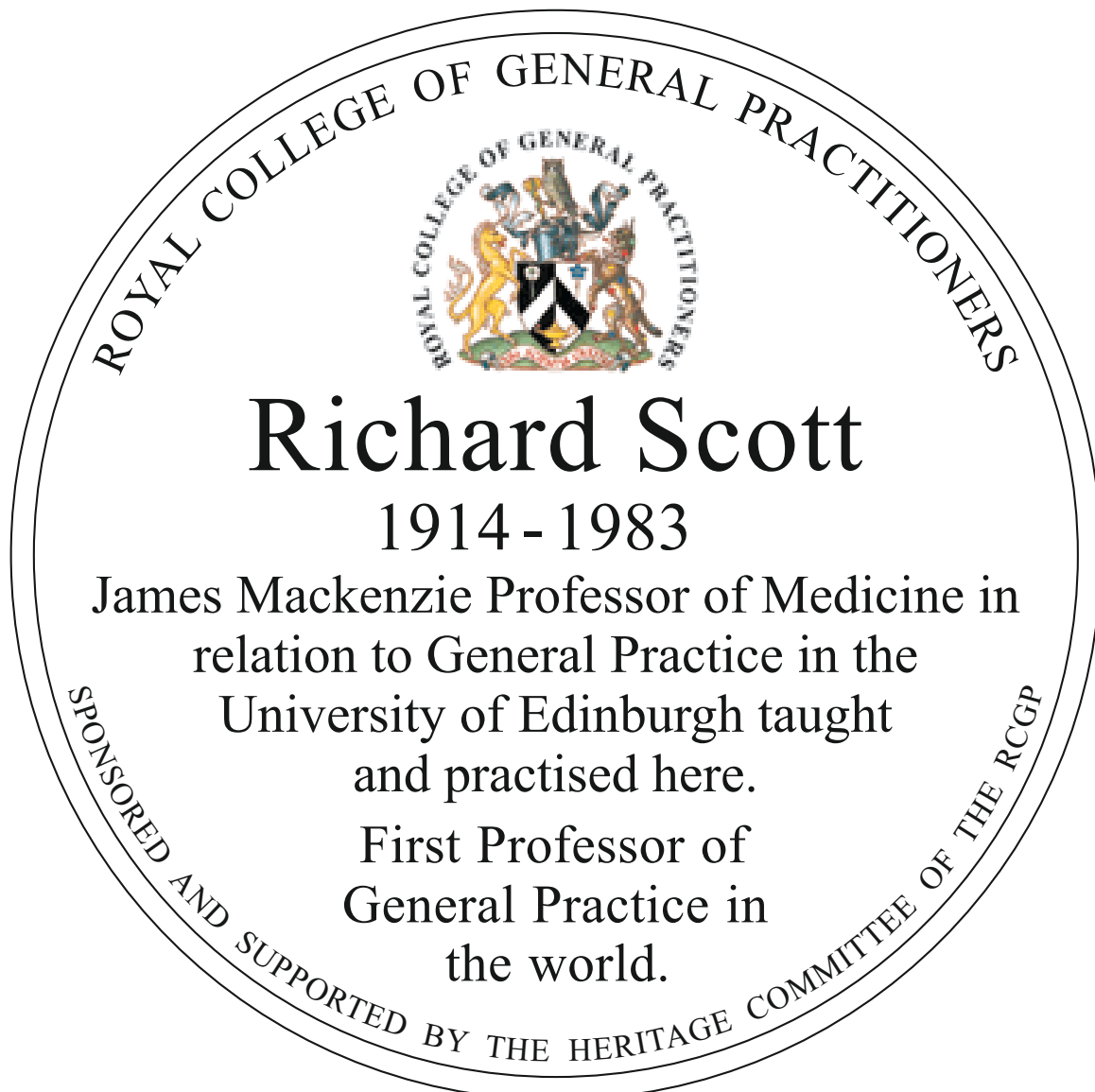
Crest - Full Colour (as previous colour spec.)

Fixings: x2 rear/hidden lugs with s/steel threaded rods for resin anchor fixing

Drawn by: Kayleigh Scowen 19/04/2017

Amended by: KS 27/04/2017

Amended by: AW 28/04/2017



# LEANDER ARCHTECUTRAL

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Drawn by: Kayleigh Scowen 19/04/2017

Amended by: KS 27/04/2017





**CENTRAL MANAGEMENT GROUP**

**30 May 2017**

**Education Act 1994**

**Description of paper**

1. This paper introduces the Certificate of Assurance supplied by the Edinburgh University Students' Association to demonstrate University compliance with the requirements of The Education Act 1994 (the Act).

**Action requested/Recommendation**

2. CMG is asked to note the Certificate of Assurance (Appendix 1), and be assured of current compliance.

**Background and context**

3. Section 22 of the Education Act (1994) requires that the Governing Body of every establishment shall take such steps as are reasonably practicable to secure that any students' union operates in a fair and democratic manner and is accountable for its finances. Governing Bodies are also required to ensure that there is adequate publicity for the requirements of the Act, through the issuing of a Code of Practice which sets out how arrangements are made to both secure its observance, and through the provision of information to intending and matriculated students about the right to opt out of student membership.

4. A full review of compliance with the Act was completed in 2014/15 and an updated Code of Practice was approved by Court in June 2016.

**Discussion**

5. There are some changes to the certificate this year due to the review of the Students' Association governance, relevant aspects of which were agreed by Court in September 2016. However no significant matters have arisen which require to be specifically raised, and Court can be assured of current compliance with the Act.

**Resource implications**

6. There are no specific or additional resource implications associated with this paper.

**Risk Management**

7. There are no specific risk implications associated with the paper although some reputational risk may be relevant to certain items. No change is required to the University Risk Register.

**Equality & Diversity**

8. Due consideration to equality and diversity has been given to ensure compliance with the Act.

**Next steps/implications**

9. The completion of the Certificate of Assurance at the end of each academic year will be supported by a review of actions/processes in place to fulfil the key

requirements of the Act. This will be updated by the Students' Association and presented at the last meeting of Court in each academic year.

### **Consultation**

10. This paper has been reviewed by Students' Association colleagues and the Deputy Secretary, Student Experience.

### **Further information**

11. Further information is available from Stephen Hubbard, Chief Executive Officer, Students Association. The Education Act 1994 is available online at <http://www.legislation.gov.uk/ukpga/1994/30/contents>.

12. Author

Stephen Hubbard  
CEO,  
Edinburgh University Students'  
Association

Presenter

Gavin Douglas

Gavin Douglas  
Deputy Secretary, Student Experience  
June 2017

### **Freedom of Information**

13. This paper is open.

Appendix 1 – Certificate of Assurance: Compliance with Education Act 1994 in relation to the Students’ Association

	1994 Requirements	Section of Act	Status	Supporting Commentary	Guidance /Notes
<b>Constitutional issues</b>					
1.	The student association should have a written constitution; subject to approval by the governing body and to review by that body at intervals of no less than five years	22 (2) (a) (b)	Compliant	<ul style="list-style-type: none"> <li>• A written Constitution is in place in the form of the Articles of Association and Regulations.</li> <li>• These were reviewed in 2016 and various amendments were agreed by University Court.</li> <li>• The next formal review is therefore due in September 2021, and this is diarised by the Students’ Association.</li> </ul>	<i>In agreeing the amendments in September 2016 University Court requested some elements be reviewed after 12 Months of operation. This review will be presented to the September 2017 meeting of University Court.</i>
2.	A student should have the right not to be a member of the student association/representative body and not to be disadvantaged, with regard to the provision of services or otherwise, by reason of their doing so.	22 (2) (c)	Compliant	<ul style="list-style-type: none"> <li>• This provision is included and the process is codified in the Students’ Association regulations. Students are not disadvantaged if they choose not to be a member of the Students’ Association as they are allowed access to all services.</li> <li>• Those opting out cannot take part in democratic processes.</li> </ul>	<i>The opt-out process will be published in the Code of Practice.</i>
<b>Elections and Appointments</b>					
3.	Appointment to major association offices should be by election in a secret ballot in which all members are entitled to vote.	22 (2) (d) (e)	Compliant	<ul style="list-style-type: none"> <li>• Major association offices are defined as the five Students’ Association sabbatical positions (President, Vice President Education, Vice President Activities and Services, Vice President Community, Vice President Welfare).</li> <li>• The Students’ Association election</li> </ul>	

				<p>regulations and the Reporting Officer report are submitted to University Secretary.</p> <ul style="list-style-type: none"> <li>Complaint process regarding election process is clearly defined by the Students' Association and agreed by Elections Subcommittee of the Trustee Board.</li> <li>The Students' Association election processes include provision that the University Secretary can nominate a member of UoE staff to oversee any aspect of the election process.</li> </ul>	
4.	A person should not hold sabbatical student association office or paid elected student association office for more than two years in total at the establishment.	22 (2) (f)	Compliant	<ul style="list-style-type: none"> <li>Sabbatical Regulation confirms current status as a person can only hold sabbatical office for one term.</li> </ul>	<i>The recent review proposed, and referendum of students agreed, that two terms of one year should be allowed. This element is part of an implementation process. The year one year regulation remains in place in the meantime.</i>
<b>Financial Management</b>					
5.	The financial affairs of the student association are properly conducted.	22 (2) (g)	Compliant	<ul style="list-style-type: none"> <li>The Students' Association share several documents with UoE Director of Finance and University Secretary, including annual report of external auditors and statutory accounts</li> <li>Annual budget is submitted to UoE Director of Finance for information</li> <li>SA and UoE Forum reviews finances quarterly</li> <li>Students Association share management accounting information monthly with Deputy Director of Finance.</li> <li>UoE Deputy Director of Finance</li> </ul>	<i>The annual budget is presented to Policy &amp; Resources Committee for ratification each year.</i>

				currently sits on the Students' Association Finance Audit and Risk Sub Committee.	
6.	The financial reports of the student association are published annually and made available to the governing body and to all students.	22 (2) (h)	Compliant	<ul style="list-style-type: none"> <li>• Statutory accounts and annual report are published on the Students' Association website and available on request to any member.</li> <li>• The annual budget is published on the Students Association website.</li> </ul>	<i>Budget to be published from June 2017</i>
7.	The allocation of resources to clubs or groups is fair.	22 (2) (i)	Compliant	<ul style="list-style-type: none"> <li>• Budgets are set by the Trustees and allocations are delegated to appropriate student groups such as Students' Council and Societies Committee.</li> <li>• The process for allocation is published on the Students Association website.</li> <li>• It is agreed (as a process) by the Trustee Board via the Finance Audit and Risk Sub Committee.</li> </ul>	
<b>External Affiliations</b>					
8.	Affiliations are transparent to the governing body and to all students.	22 (2) (j) (k) (l)	Compliant	<ul style="list-style-type: none"> <li>• Affiliations are included in annual report.</li> <li>• Donations are included in the annual report</li> <li>• Ongoing affiliations are subject to annual review by all students at Students' Council and the Students' Association Trustee Board.</li> <li>• Affiliations can be challenged by a</li> </ul>	<p><i>Stop Climate Chaos</i> Students voted to continue this affiliation in March 2017.</p> <p><i>National Campaign Against Fees and Cuts.</i> Students voted to continue this affiliation in March 2017.</p> <p><i>Votes at 16 Coalition:</i> students voted to</p>

				<p>referendum under the terms of the regulations, which is compliant with the requirements of the act for such a challenge.</p>	<p>continue this affiliation in March 2017.  <i>Right to Education Campaign:</i> Students voted to continue with affiliation in March 2017.  <i>Friends of Bizet University:</i> Students voted to continue with affiliation in March 2017.  <i>National Union of Students</i>  Students voted to continue with affiliation in March 2017.</p>
<b>Complaints Procedure</b>					
9.	There is a prompt and fair complaints procedure offering effective remedy.	22 (2) (m) (n)	Compliant	<ul style="list-style-type: none"> <li>Complaint procedure is in place and is published on the Students Association website</li> <li>Complaint procedure allows for a final appeal to an independent person nominated by the University Secretary.</li> </ul>	
<b>Code of Practice</b>					
10.	The Governing Body shall prepare and issue, and when necessary revise, a code of practice as to the manner in which the requirements are to be carried out.	22 (3) (4) (5)	Compliant	<ul style="list-style-type: none"> <li>The approved Code of Practice is published on both the University and the Students' Association websites.</li> <li>The Students' Association has a statement relating to restrictions on activities imposed by charity law. This is published on the Students Association website</li> </ul>	<p><i>Publication of the Code on EUSA and University websites will ensure compliance with the requirement to bring to the attention of all students at least once a year the code of practice, any restrictions imposed on the activities of the union by the law relating to charities and the right of a student not to be a member of the union.</i></p>



## APPENDIX 1

### Code of Practice relating to the Edinburgh University Students' Association

Part II of the Education Act 1994 places a range of responsibilities on the governing bodies of university institutions in regard to the organisation of students' unions. In particular, the governing body shall prepare and issue, and when necessary revise, a code of practice as to the manner in which certain requirements of the act are carried into effect.

1. Edinburgh University Students' Association qualifies as a students' union within section 20 of the Act.

2. This Code of Practice, approved by University Court with the agreement of the Students' Association, sets out how the University will carry out its responsibilities under the Act. The specific responsibilities to be included in the code are highlighted in bold italics below:-

#### ***Constitution***

***The students' union should have a written constitution and the provisions of that constitution should be subject to the approval of the governing body at intervals of not more than five years.***

3. The Students' Association is governed by its Articles of Association approved by the University Court. The Articles of Association make provision for detailed regulations to be published which shall be approved by the Association Trustee Board and /or the student body as defined by the Articles of Association.

4. Copies of the Articles of Association and Regulations are available to any student, on request, from the President of the Students' Association. They are also available on the Students' Association website.

5. The Articles of Association are to be reviewed by the University Court at intervals of not more than five years. This need not mean a special quinquennial review of the Articles of Association. The Court may take the opportunity to review the terms of the Articles of Association should the Students' Association at any time bring forward proposed amendments.

#### ***Membership***

***Students should have the right not to be members of the students' union. Students who exercise that right should not be unfairly disadvantaged, with regard to the provision of services or otherwise, by reason of their having done so.***

6. All matriculated students of the University of Edinburgh, whether full-time, part-time or online distance learning; undergraduate or postgraduate, including visiting students or students on exchange; and all sabbatical trustees during their period of sabbatical office shall be entitled to membership of the Students' Association. Any student who wishes not to be a member, or who decides to withdraw from membership of the Students' Association, should inform the President of the Students' Association and the Secretary of the University in writing.

7. Any student not in membership of the Students' Association is not entitled:

(a) To participate in the government of the Students' Association and, in particular, to propose or vote in referenda, attend meetings, stand or vote in the election of Students' Association Officers, Students' Council, Standing Committees and Representative Committees, or play any part in any other comparable bodies that may be established.

(b) To hold office in any Students' Association Committee or Society.

(c) To benefit from any concessionary rates for membership of Societies, or for attendance at entertainments events, that may be offered exclusively to Students' Association members.

8. Any such student shall cease to be a member immediately and may not re-apply for membership until the following academic session.

9. Students who are eligible for full membership, but have exercised the right not to be a member, shall have access to all services and activities provided by the Students' Association other than those outlined in paragraph 7, and shall be subject to the same disciplinary procedures in relation to their use of these services and participation in these activities.

10. The University has made no special arrangements for the provision of services or facilities for non-members of the Students' Association, since it is satisfied that the provision made by the University and the Students' Association for all students, whether they are members of the Students' Association or not, is sufficient to ensure that those who have exercised the right of non-membership under the Act are not unfairly disadvantaged. There will be no financial compensation to students who have exercised their right of non-membership.

### **Elections**

***Appointment to major students' union offices should be by election in a secret ballot in which all members are entitled to vote. The governing body is required to satisfy itself that the students' union elections are fairly and properly conducted. A person should not hold paid elected students' union office for more than two years in total.***

11. Major students' union offices shall be defined as full time sabbatical Students' Association Executive Officers who have been granted a Laigh year by the University.

12. All elections in the Students' Association shall be conducted in accordance with regulations laid down in accordance with the Articles of Association and approved by the Elections Subcommittee of the Trustee Board. These regulations shall ensure that appointment to major students' union offices, as defined in 11 above, is by election in a secret ballot in which all full members are entitled to vote.

13. Any complaint regarding the conduct of elections shall be decided upon by the Returning Officers appointed by the Elections Subcommittee of the Trustee Board, subject to appeal to the Elections Appeals Committee whose decision shall be final.

14. The University Secretary (or their nominee) may observe any part of the election process and an annual report will be made to the University Secretary on the conduct and outcome of the elections to the major students' union offices.

15. Paid students' union offices shall be defined as full time sabbatical Students' Association Executive Officers. No person shall hold such office for more than two terms of one academic year each term and this is provided for in the regulations.

### **Finance**

***The financial affairs of the students' union should be properly conducted and appropriate arrangements should exist for the approval of the students' union's budget and the monitoring of its expenditure by the governing body.***

***The Students Association is to publish a financial report annually or more frequently. The report is to be made available to the governing body and to all students and will contain, in particular, a list of external organisations to which the Students' Association has made donations during the period to which the report refers and details of those donations.***

16. The Students' Association Finance Subcommittee shall prepare an annual budget prior to the commencement of each financial year, which shall be submitted to the Students' Association Trustee Board for approval. The annual budget shall be presented for ratification to the University Policy & Resources Committee acting on behalf of the governing body.

17. The Students Council shall receive the annual audited accounts of the Students' Association for information and the Students' Association Trustee Board shall receive the annual audited accounts of the Students' Association for approval. The annual audited accounts shall be presented for information to the University Policy & Resources Committee acting on behalf of the governing body.

18. The accounts shall contain details of any donations made to external organisations during the financial year.

***The procedure for allocating resources to groups or clubs should be fair and should be set down in writing and be freely accessible to all students.***

19. The allocation of resources to groups and societies affiliated to the Students' Association are managed by the Finance Subcommittee of the Trustee Board. The procedures are included in the Regulations which are available to any student, on request, from the President of the Students' Association. The procedures and opportunities for funding are also available on the Students' Association website under the 'find funding/fund your group' section.

### **Affiliations and Donations**

***If the student union decides to affiliate to an external organisation it must publish notice of its decision, stating the name of the organisation and details of any subscription or similar fee paid or proposed to be paid and of any donation made or proposed to be made to the organisation and such notice is to be made available to the governing body and to all students.***

20. All affiliations and donations made by decision of a Referendum, Students' Council, Standing Committees, Representative Committees or Students' Association Executive Officers shall be published in the annual accounts of the Students' Association.

***When a student union is affiliated to any external organisation there are to be procedures for the review of affiliations under which the current list of affiliations is submitted for approval by members annually or more frequently, and at such intervals of not more than a year as the governing body may determine, a requisition may be made by such proportion of members (not exceeding 5 per cent) as the governing body may determine, that the question of continued affiliation to any particular organisation be decided upon by a secret ballot in which all members are entitled to vote.***

21. An annual vote, by secret ballot, at a general meeting of the Students' Council open to all members, will be held to consider the affiliation of the Students' Association to any continuing affiliations previously agreed.

22. Any affiliation made by the Students' Association may be rescinded by a decision of students made in accordance with the procedure for referenda outlined in the regulations which provide for a call for referenda being made by not more than 5% of members.

#### ***Complaints Procedure***

***There should be a complaints procedure available to all students or groups of students who are dissatisfied in their dealings with the students' union, or claim to have been unfairly disadvantaged by reason of having exercised the right to not be a member. This procedure should include the provision for an independent person appointed by the governing body to investigate and report on complaints.***

24. Any student or students who are dissatisfied in their dealings with the Students' Association, or claim to be disadvantaged by reason of their having exercised the right to withdraw from membership, shall be entitled to have their complaint considered in accordance with the Students' Association complaints procedure and this is available to all students. This procedure includes the right of appeal to the University Secretary (or their nominee) and the subsequent right of appeal to an independent person appointed by University Court.

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***The following aspects are not required to be referenced in the code of practice, but it is an obligation for the governing body to bring these matters to the attention of students at least once a year. These will be published alongside this code on the Students' Association website.***

#### **Charity Law**

The activities of the Students' Association are restricted by the law relating to charities. Consequently the Students' Association cannot have a political purpose and must not seek to advance the interest of a political party, but it may seek to influence opinion on issues relating directly to its own stated purposes, provided such activity is within its powers. The ways in which

charities may or may not legitimately engage in political activities is the subject of advice and legislation from time to time by the Office of the Scottish Charity Regulator, courts of law, Parliament and government departments.

### **Code of Practice**

This Code of Practice is brought to the attention of students annually by publication on the Students' Association and the University website.

### **Information for prospective students**

The right of a student to not be a member of the Students' Association, and the arrangements for students to still access those services provided by the Students' Association for all students whether members or not, is made available to prospective students via inclusion in this code of practice which is published on the Students' Association website and on the University's website.



**CENTRAL MANAGEMENT GROUP**

**30 May 2017**

**Implementing the Prevent Duty: Update**

**Description of paper**

1. This short report updates Central Management Group on the implementation of the Prevent duty at the University from July 2016 to June 2017.

**Action requested/Recommendation**

2. Central Management Group is asked to note that the University has implemented the Prevent duty, in line with the guidance published jointly by the Home Office and the Scottish Government.

**Background and context**

3. The Counter-Terrorism and Security Act (2015) imposes a duty on Universities and other public bodies to “have due regard to the need to prevent people being drawn into terrorism.”

**Discussion**

4. The University’s approach to implementing the Prevent duty is set out in Appendix A. CMG should note that there have been no significant alterations to this approach since 2015/16.

5. For information, the following key statistics are provided. Since June 2016:

- Policy on speakers and events:
  - The University has been notified of 10 higher risk events since June 2016 (7 from the Students’ Association)
  - 7 were authorised without further consideration
  - 2 were considered by the University Compliance Group and approved with amendments/additional requirements
  - 1 did not proceed
  - 0 were refused permission
- Procedures for referral of vulnerable students: no students have been referred to the University Compliance Group.
- Revised research ethics procedures: 0 cases of staff requesting access to secure storage have been logged

6. Following discussions with representatives of the “Students not Suspects” movement, the University revised the information it provides on the Prevent duty to ensure that it more clearly communicates the University’s continued and deep-rooted commitment to freedom of expression (within the law) on campus.

**Resource implications**

7. No resource implications other than staff time involved in implementing the policy and process changes.

### **Risk Management**

8. The University is required to comply with the relevant legislation whilst ensuring that other statutory duties such as freedom of expression, academic freedom and equality duties are also upheld.

### **Equality & Diversity**

9. An EIA has been carried out in implementation of the Prevent duty, and equality and diversity is taken into consideration on a case-by-case basis by the University Compliance Group.

### **Next steps & Communication**

10. In line with discussions at Court in September 2015 the University has continued to approach implementation of the Prevent duty in a proportionate manner.

### **Consultation**

11. None

### **Further information**

12.

#### Author

Gavin Douglas  
Deputy Secretary, Student Experience  
May 2017

#### Presenter

Gavin Douglas  
Deputy Secretary, Student Experience

### **Freedom of Information**

13. Open paper

## APPENDIX A: IMPLEMENTING THE PREVENT DUTY: UPDATE JUNE 2017

The Counter-Terrorism and Security Act (2015) imposes a duty on Universities and other public bodies to have due regard to need to prevent people being drawn into terrorism. This duty is commonly referred to as “the Prevent duty”.

Under the guidance published for Scottish Universities, “Monitoring and Enforcement” is understood to be the responsibility of each institution’s governing body.

### Compliance

<p><i>External Speakers and Events</i> ...institutions should have policies and procedures in place for the management of events on campus and use of all the institution’s premises. The policies should apply to all staff, students and visitors and clearly set out what is required for any event to proceed.</p>	<p>The University approved a Policy on Speakers and Events in November 2015. This sets out how the University risk assesses any event occurring on campus that is not part of the normal academic or administrative business of the University. High risk events (including but not limited to events that engage with the Prevent duty) are referred to the University Compliance Group, which is chaired by the University Secretary and constituted of senior academic, legal, security, chaplaincy and administrative staff.</p>
<p>Institutions should also demonstrate that staff involved in the physical security of the institution’s estate have an awareness of the Prevent duty.</p>	<p>The Head of continues to represent the University on the local CONTEST multi-agency group. He also acts as liaison with the Association of University Chief Security Officers (AUCSO) which can have a role to play in sharing of information about speakers</p>
<p>(There should be) active engagement from the senior management of the institution...(the institution must be) engaged with the Scottish HE Prevent network at a senior level (University Secretary or equivalent senior manager).</p>	<p>Operationally, responsibility for the Prevent Duty rests with the University Secretary, who chairs the University Compliance Group. The Deputy Secretary (Student Experience) represents the University on the Scottish HE Prevent Working Group</p>
<p>Institutions will demonstrate that they have an awareness of, and – where appropriate – participate in local <i>Prevent</i> or CONTEST multiagency groups.</p>	<p>The Head of Security represents the University on the local CONTEST multi-agency group.</p>
<p>Compliance with the duty will require the institution to demonstrate that it is willing to undertake Prevent awareness training and other training that could help staff and students to prevent people from being drawn into terrorism. Institutions should give relevant staff sufficient training to be able to recognise vulnerability to being drawn into terrorism, and be aware of what action to take. Student unions should also consider whether their staff and elected officers would benefit from training.</p>	<p>23 senior staff (academic and professional services) attended half day training in November 2016. This focussed on how to respond to concerns that a student or colleague is being drawn into terrorism. There was also a presentation on Islamophobia by the Islam Information Scotland charity. Students’ Association Officer do not attend training however Students’ Association staff have attended as observers.</p>



<p>We would expect the institution to have robust procedures both internally and externally for sharing information about vulnerable individuals (where appropriate to do so). This should include information sharing agreements where possible. These procedures should link to existing institutional policies relating to student welfare and safeguarding good practice.</p>	<p>The University has established a Compliance Group, chaired by the University Secretary, to consider any cases where information sharing about vulnerable individuals is proposed. The group works to robust guidelines prepared by the University's external legal advisers. The University has not entered into any formal DSA in respect of Prevent at this time.</p>
<p>Institutions must demonstrate that they have regard to the duty in the context of their relationship and interactions with student unions and societies. We would expect student unions and societies to have due regard to the institution's policies relating to <i>Prevent</i>.</p>	<p>EUSA room bookings are risk assessed by EUSA staff and higher risk events are escalated to the University Compliance Group for consideration. The EUSA Advice Pace has robust procedures for sharing information about vulnerable individuals if necessary.</p>
<p>There is training available for higher education staff. However, institutions may also have a role to play in developing additional <i>Prevent</i> training tools that may better suit the individual circumstances of the institution and make best use of their own expertise</p>	<p>The University continues to assess possible training materials as they are developed but has yet to identify a suitable package for wider use.</p>
<p>We would expect institutions to have policies relating to the use of IT on campus. Whilst all institutions will have policies around general usage, covering what is and is not permissible, we would expect these policies to contain specific reference to the statutory duty. Some educational institutions already use filtering as a means of restricting access to harmful content. Consideration should be given to the use of filters as part of the institution's strategy to prevent people from being drawn into terrorism.</p>	<p>The University's IT Regulations continue to make specific reference to and link to information about the <i>Prevent</i> duty. In line with other Scottish HEI's, the University does not routinely filter or monitor internet access.</p>
<p>We would expect to see clear policies and procedures for students and staff working on sensitive or extremism-related research. Universities UK has provided guidance to help RHEBs manage this</p>	<p>The University has introduced amendments to research ethics policies (which are held at School level) in accordance with the UUK guidance. The University has also established secure IT storage which can be used by staff working on extremism-related research.</p>
<p>Institutions have a responsibility to care for their students and we would expect, as part of the pastoral care and support available, there to be sufficient pastoral support for all students according to the needs of the particular institution. This is seen as a key element of compliance with the duty.</p>	<p>The University has a very wide range of pastoral support available and enhances it regularly. There has been no specific <i>Prevent</i>-related initiative in this area.</p>
<p>We would also expect the institution to have clear and widely available policies for the use of prayer rooms and other faith-related facilities. These policies should outline</p>	<p>The procedures for use of prayer facilities have been modified to comply with this guidance and are available online at</p>

<p>arrangements for managing prayer and faith facilities and for dealing with any issues arising from the use of the facilities. The policies and procedures should clearly set out the times and availability of such facilities and how out of hours access is managed.</p>	<p><a href="http://www.ed.ac.uk/chaplaincy/facilities/room-bookings">http://www.ed.ac.uk/chaplaincy/facilities/room-bookings</a></p>
<p>In order to ensure that higher education institutions are complying with this duty, there may be a role for the governing body. The governing body is responsible for ensuring the effective management of the institution and has a role in reviewing policies relating to compliance with its statutory duties, including compliance with equality and diversity requirements.</p>	<p>This paper will be used to update Court on the University's compliance with the duty.</p>



CENTRAL MANAGEMENT GROUP

30 May 2017

**Project Eagle: Expenses Policy Update**

**Description of paper**

1. The paper provides the rationale for updating the University's Expenses Policy. The revised Expenses Policy will be presented for approval to the Central Management Group on 20 June 2017.

**Action requested/Recommendation**

2. Central Management Group is asked to note the reasons for updating the Expenses Policy in advance of considering the Expenses Policy for approval in June 2017.

*Paragraphs 3 - 10 have been removed as exempt from release due to FOI.*

**Risk Management**

11. There are reputational and financial risks associated with the Expenses Policy that is out-of-date.

**Equality & Diversity**

12. There are no equality and diversity issues associated with this paper.

**Next steps & Communication**

13. The draft Expenses Policy will be presented for approval to the Central Management Group on 20 June 2017.

**Consultation**

14. The paper has been reviewed by Phil McNaull, Director of Finance, and Lee Hamill, Deputy Director of Finance and has not been presented to any other committee.

**Further information**

15.

Author

Julia Miflin  
Management Accountant  
Strategic Projects

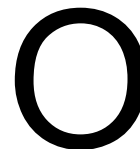
Presenter

Phil McNaull  
Director of Finance

1 May 2017

**Freedom of Information**

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



**Central Management Group**

**30 May 2017**

**Principal's Strategy Group**

**Committee Name**

1. Principal's Strategy Group (PSG)

**Date of Meeting**

2. 7 April 2017

**Action Required**

3. Provided for information

**Key points**

4. Among the items discussed were:

**a) Planning Round**

PSG considered the draft plans and gave feedback to each of the budget heads as well as noting their approach to cross cutting projects such as Distance Learning @ Scale, City Deal, Service Excellence Programme, Income Generation and Erasmus+.

**b) Student Experience Estates Strategy**

Director of Estates, Mr Gary Jebb, presented the vision on the Estates Strategy for student projects which was positively endorsed by PSG.

**c) University Risk Register**

PSG were generally supportive of the most recent version of the University Risk Register as noted in the paper.

**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  
18 May 2017

**Freedom of Information**

8. Open Paper