



**CENTRAL MANAGEMENT GROUP**

**30 May 2017**

**Minute**

**Present:**

The Principal (Convener)  
Senior Vice-Principal Professor Charlie Jeffery (until item 4)  
Vice-Principal Professor Jonathan Seckl  
Vice-Principal Professor Dorothy Miell  
Vice-Principal Professor Jane Norman  
Vice-Principal Mr Chris Cox  
Ms Sarah Smith, University Secretary  
Mr Hugh Edmiston, Director of Corporate Services  
Mr Gavin McLachlan, Chief Information Officer  
Mr Phil McNaull, Director of Finance  
Mr Gary Jebb, Director of Estates  
Ms Zoe Lewandowski, Director of Human Resources  
Dr Ian Conn, Director of Communications and Marketing  
Ms Leigh Chalmers, Director of Legal Services  
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 David Argyle, Head of School of Veterinary Medicine  
Professor Ewen Cameron, Head of School of History, Classics & Archaeology  
Professor Arthur Trew, on behalf of Vice-Principal Professor Yellowlees

**In attendance:**

Ms Pauline Jones, Head of Strategic Performance & Research Policy (for item 6)  
Ms Shelagh Green, Director, Careers Service (for item 7)  
Assistant Principal Professor Jeremy Bradshaw (for item 9)  
Ms Kirstie Graham, Deputy Head of Court Services

**Apologies:**

Vice-Principal Professor James Smith  
Vice-Principal Professor Sir John Savill  
Vice-Principal Professor Lesley Yellowlees  
Dr Catherine Elliott

**1 Minute**

**Paper A**

The Minute of the meeting held on 11 April 2017 was approved.

## **2 Principal's Communications**

The Principal reported on the following: the substantial increase in research funding and postgraduate admissions; the increase in online and distance learning, with opportunities for further growth in this area; the positive surplus against budget; the challenging external landscape in relation to the sad events at Manchester; ongoing political uncertainty; and increasing cyber security threats.

### **SUBSTANTIVE ITEMS**

#### **3 Planning Round Update**

**Paper B**

CMG considered a synthesis of the business plans produced by the main budget holders which indicated continued income growth across the University from £922m in 2016/17 to £1.074bn in 2019/20. Within the plans there was a clear alignment with the University's strategic aspirations. Investment proposals included building distance learning at scale; Development and Alumni and Edinburgh Global investment for growth and Brexit mitigation; investment in the Service Excellence Programme to increase effectiveness and efficiency of services; and development of LiFi research as a major commercial opportunity.

The potential future challenges around immigration made it essential to look urgently at alternative income streams and in particular expand significantly in the area of online and distance learning. There was discussion of the opportunities and challenges to rapid expansion in this area and it was agreed the Senior Vice-Principal would convene a Short Life Working Group to review this

Members were supportive of the plans, recognising that investing in growth in the current challenging environment would build competitive advantage. CMG endorsed the plans for consideration and approval by Policy and Resources Committee and Court.

#### **4 Incident Management Plan Update**

**Verbal**

Following the recent terrorist attack in Manchester, the Director of Estates provided a verbal update on incident management, with the clear message that the University was not at increased risk, but was prepared for major incidents. The Major Incident Plan was well documented with clearly defined roles, there was a review taking place over the summer and there would be further training on the revised Plan following this. The University remained an open space, anxiety should not be raised but all staff and students should maintain their alertness, reporting any concerns to Security in the first instance.

## **5 Finance Director's Report**

**Paper C**

The Director of Finance spoke to his report, confirming that the Q3 forecast was favourable to the budget, indicating the University is on target to achieve the operating surplus required to deliver year one of the current plan. It was proposed to introduce a financial template for papers with financial implications and as the paper templates had been agreed by a sub group of Court there would be further consideration on taking this forward.

## **6 Strategic Plan Performance Measurement Framework**

**Paper D**

The Head of Strategic Performance & Research Policy spoke to the new performance measurement framework developed to assess performance against the Strategic Plan 2016. A repository to store shared data was being developed with dashboard-style reports of progress against targets and the ability to use on-line tools to drill down into the data or present the data for different audiences.

CMG was supportive of the direction of travel, with a desire for a simple high level set of metrics that that would enable comparability across the University and with previous years' data. The focus had to be ensuring the right people had access to the right level of data that was meaningful and useful and enabled trends to be identified to support future planning. CMG welcomed the opportunity for a demonstration of the suite of online dashboards at a future meeting.

## **7 Supporting Personal, Professional and Career Development**

**Paper E**

The Director of the Careers Service outlined the approach to ongoing development of careers and employability provision across the University, noting that the University had many areas of strength but that there was a degree of variation across the University and a risk of complacency in some areas.

Members welcomed the paper, recognising the importance of this area, with employability central to the University's strategic objectives and significant external drivers, including outcome agreement, league tables and the development of TEF.

In discussion, there was agreement that employability needed to be all pervasive, with a sense that University is not a goal in itself but a transitional stage and employability is not a competing agenda but rather that transferable skills are developed throughout the student experience. There was discussion of how to communicate this idea of joint endeavour, as taking forward careers and employability required widespread support. There was also discussion of the employment opportunities provided by the University and how to increase these for students. There would be further consideration given to these areas, including taking this forward to Academic Strategy Group.

## **8 Sexual Violence**

**Paper F**

CMG considered a report on the steps that had been taken to address the issue of sexual violence on campus, following the formation of a group convened by the Vice-Principal People and Culture. There had been a number of actions, including a refreshed Dignity & Respect Policy; the 'No one asks for it' campaign; bystander intervention training; and staff encouraged to report any incidents they are aware of to the University Secretary's Office.

The paper asked for support to build on this to develop an embedded, institution-wide approach, with an evidence-based approach to prevention, clearly signposted and robust disclosure and reporting mechanisms and centralised processing and reviewing of data.

CMG were supportive, but noted there was a reputational risk in collecting and holding data and it would be appropriate to work with other Universities and sector bodies to ensure a consistent approach and to contextualise data, recognising that more effective work in this area would result in higher levels of disclosure.

## **9 Enlightenment Scholarships**

**Paper G**

CMG considered a revised proposal for a new style of PhD scholarship, with the working title 'Enlightenment Scholarships', with the intention of attracting and appointing the best PhD applicants and deploying existing resource more effectively and efficiently.

CMG welcomed and approved the proposal and an implementation group would be formed to take this forward.

## **10 Research Excellence Framework Report**

**Paper H**

CMG received an update on preparations for REF2021 and the implications of the Stern Review. The recent university-wide REF readiness exercise indicated that preparations are on track for REF2021 and initial consideration had been given to the changes that may be introduced as a result of the Stern Review, with an announcement on this expected later in the year.

## **11 Research Policy Group**

**Paper I**

CMG noted the key points from the recent Research Policy group meetings and welcomed the encouraging statistics on research grant applications and awards.

## ITEMS FOR NOTING OR FORMAL APPROVAL

- |           |   |                              |
|-----------|---|------------------------------|
| <b>12</b> | <b>Creation of new Chairs and renaming of existing Chairs</b>   | <b>Paper J1<br/>Paper J2</b> |
|           | <p>CMG approved the establishment of a Chair of Africa and International Development in the College of Arts, Humanities and Social Sciences and Chairs of Tropical Agriculture and Sustainable Development and Comparative Neuropathology in the College of Medicine and Veterinary Medicine.</p> |                              |
| <b>13</b> | <b>Royal College of General Practitioners Blue Plaque</b>   | <b>Paper K</b>               |
|           | <p>CMG approved the proposal to erect a Blue Plaque to commemorate the late Professor Richard Scott at MacKenzie House.</p>   |                              |
| <b>14</b> | <b>Compliance with Education Act 1994</b>   | <b>Paper L</b>               |
|           | <p>The report was noted.</p>  |                              |
| <b>15</b> | <b>Implementing the Prevent Duty: Update</b>  | <b>Paper M</b>               |
|           | <p>The update was noted.</p>  |                              |
| <b>16</b> | <b>Expenses Policy Update</b>   | <b>Paper N</b>               |
|           | <p>The update was noted.</p>  |                              |
| <b>17</b> | <b>Principal's Strategy Group</b>   | <b>Paper O</b>               |
|           | <p>The report was noted.</p>  |                              |
| <b>18</b> | <b>Date of next meeting</b>   |                              |
|           | <p>Tuesday, 20 June 2017 at 10.00am in the Raeburn Room, Old College.</p>   |                              |
| <b>19</b> | <b>CMG Communications</b>   |                              |
|           | <p>The Director of Communications reported the key messages arising from the meeting to be communicated more broadly.</p>   |                              |