



CENTRAL MANAGEMENT GROUP
Raeburn Room, Old College
20 June 2017, 10.00 am

AGENDA

- 1 Minute** **A**
To approve the minutes of the previous meeting held on 30 May 2017.
- 2 Matters Arising** **Verbal**
To raise any matters arising.
- 3 Principal's Communications** **Verbal**
To receive an update by the Senior Vice-Principal.

SUBSTANTIVE ITEMS

- 4 Expenses Policy** **B**
To consider and approve the paper by the Director of Finance.
- 5 Revised Contextualised Admissions Policy** **C**
To consider and approve the paper by the Deputy Secretary, Strategic Planning.
- 6 Search Engine for Fundraising** **D**
To consider and approve the paper by the Chief Information Officer.
- 7 People Report** **E**
To consider and comment on updates by the Director of Human Resources.
- 8 Health and Safety Quarter 3 Report** **F**
To consider and note a report by the Director of Corporate Services.
- 9 Recruitment Update** **G**
To consider and note an update by the Deputy Secretary Strategic Planning.
- 10 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.)

- 11 Principal's Strategy Group** **H**
To note.
- 12 Date of next meeting**
Tuesday, 29 August 2017 at 10.00am in the Raeburn Room, Old College.



CENTRAL MANAGEMENT GROUP

30 May 2017

[Draft] 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

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



CENTRAL MANAGEMENT GROUP

20 June 2017

Project Eagle: New Expenses Policy DRAFT

Description of paper

1. This paper presents the new Expenses Policy following a full review of the current Expenses Policy. The new Expenses Policy sets out the rules for claiming travel, accommodation, subsistence and other University business expenses. The rationale for updating the current Expenses Policy was presented to the Central Management Group (CMG) on 30 May 2017.

Action requested/Recommendation

2. CMG is asked to note the key changes and additions detailed in sections 7 to 17 of this paper.

3. CMG is asked to approve the new Expenses Policy (Appendix A) that will come into effect from 1 August 2017.

Paragraphs 4 - 17 have been removed as exempt from release due to FOI.

Risk Management

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

Equality & Diversity

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

Next steps & Communication

20. The new Expenses Policy will be published on the Finance website by 30 June 2017. All staff will be informed that the new Expenses policy will apply from 1 August 2017. (For any clarification or editorial changes please contact Julia Miflin (julia.miflin@ed.ac.uk) or Jess Wright (jess.wright@ed.ac.uk) in the first instance.) The new Expenses Policy will be reviewed on an annual basis by the Finance Department.

Consultation

21. The paper has been reviewed by Phil McNaul, Director of Finance, Lee Hamill, Deputy Director of Finance, Noel Lawlor, Chief Internal Auditor and Tracey Slaven, Deputy Secretary and has not been presented to any other committee.

Further information

22.

Author

Julia Miflin
Management Accountant
Strategic Projects

Jess Wright
Financial Accountant

Presenter

Phil McNaul
Director of Finance

31 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

20 June 2017

Proposed Changes to the University's Approach to Contextual Admissions

Description of paper

1. The paper outlines proposed changes to the University's approach to contextual admissions for undergraduate admissions from 2018 entry.

Action requested/Recommendation

2. CMG is recommended to approve the changes to the contextualised admissions criteria. To ensure Student Systems have adequate time for implementation prior to the beginning of the 2018 UCAS admissions cycle in September, work will need to commence before the end of June.

Background and context

3. The University of Edinburgh was one of the first in the UK to introduce the use of contextual data in admissions and has been sector leading in developing our approach. In seeking to admit the very best students who can contribute to, and benefit from the education we provide, we recognise that not all applicants have equal opportunity to demonstrate their full academic potential via their school qualifications. We therefore use a broad range of contextual data and information in support of applicants; including data on educational attainment, relative geographical disadvantage, and information on personal experience, such as participation in a widening participation programme or being a care leaver. In 2016, 51% of Scottish undergraduates accepted to the University had one or more contextual factors.

4. The policy priority attached to widening participation by Scottish Government continues to increase; with a specific focus on access for students from SIMD20 areas. This has included the acceptance of the Commission on Widening Access (COWA) recommendation that all Scottish universities should admit at least 10% of entrants from SIMD20 areas by 2021. The University Court has agreed to the inclusion of this target in the Performance Framework for the new Strategic Plan and in our Outcome Agreement with SFC. This target is challenging; SIMD20 intakes have increased to an average of 6.3% over the last three years. Reaching 10% by 2021 would require increasing entrants from this group by 57% - an increase of 9.7% per year for the next five years. SFC has also narrowed the criteria for Widening Participation places, now in our baseline, to reflect Scottish Government policy, from SIMD40 to SIMD20.

5. To support the University in working towards achieving the SIMD20 target, the Student Recruitment Management Group (SRMG) approved the modelling of alternative approaches to contextual admissions and agreed to the proposal in this paper in May 2017.

6. In addition, to the proposed change in Contextualised Admissions criteria it is intended that we explicit agree College level targets for SIMD20 entrants.

Proposal

7. The **current** contextualised admissions system has three levels:

- Context Plus (applicants from SIMD20/40 areas *and* who also attend a school in the lowest 35% attainment nationally or an SFC funded Schools for Higher Education Programme (SHEP) school; Lothian Equal Access programme for Schools (LEAPS); Scottish Wider Access Programme (SWAP); care leavers).
- Context Edu (applicants at a school in the lowest 45% attainment nationally).
- Context Geo (applicants from SIMD20/40 areas with none of the above additional criteria).

7.1 Provided applicants meet relevant entry criteria, applicants in the Context Plus group are prioritised for an offer at the minimum level, applicants the Context Edu group are prioritised for an offer at the typical level, and applicants in the Context Geo group may receive additional consideration by admissions selectors.

8. In its current form, applicants from SIMD20 areas are dispersed across all three groups, with relatively high numbers in the lowest priority, Context Geo group. The three level grouping system is also not easily understood by prospective applicants and advisers. We therefore propose both to align the criteria more closely to national objectives for widening participation, and simplify the system and its presentation for prospective applicants and their advisers.

9. The **new** contextualised system would consist of two levels:

- Context Plus (applicants from SIMD20 areas; applicants at a school in the SFC funded Schools for Higher Education Programme (SHEP) school; Lothian Equal Access Programme for Schools (LEAPS) Group 1; Scottish Wider Access Programme (SWAP); care experienced).
- Context (Applicants in SIMD40 areas; applicants at a school in the lowest 50% attainment nationally but not part of the above widening participation schemes; Lothian Equal Access Programme for Schools (LEAPS) Group 2).

9.1 Provided applicants meet relevant entry criteria, applicants in the Context Plus group would be prioritised for an offer at the minimum level, and applicants in the Context group would be prioritised for an offer at the typical level.

10. Not only does this approach align more closely with COWA/SFC objectives, it also allows Edinburgh to retain an approach to widening participation that considers the impact of both geographical and education disadvantage in admissions – an approach the University believes is the most beneficial to learners from widening participation backgrounds. The proposed changes would bring about a simpler approach to contextual admissions by reducing the current three contextually flagged groupings to two, making it easier for the University to communicate our approach to learners.

11. CMG can be reassured that because the proportions of contextually flagged applicants under this revised approach will be broadly similar to that of previous cycles, albeit with a shift in emphasis, the University can manage our SEU intake to within the limits set by the Scottish Government.

Resource implications

12. No funds are requested to implement the changes. Implementation will involve staff time in SRA and Student Systems (SSP) from July - September 2017.

Risk Management

13. The University's approach to contextual admissions has evolved in response to internal and external changes since its introduction in 2004. The changes proposed in this paper are part of this evolution and pose minimal risk. In terms of reputation, compliance and financial risk (the latter associated with our ability to fill our allocation of additional funded places), the proposed changes mitigate any risks that may arise from a failure of the University to realign our approach more closely to national objectives.

Equality & Diversity

14. An equality impact assessment of the University's Admissions Policy has been carried out and includes contextual admissions. The changes proposed in this paper are aimed at increasing participation from those in the lowest socio-economic groups. Published data shows intersectionality between these groups and with learners who are underrepresented on the basis of certain protected characteristics, for example, gender and ethnicity. It is anticipated therefore that equality impacts will be positive.

Next steps & Communication

15. SRA have given notice to SSP of the above. SSP have advised that the work can be given sufficient priority to ensure implementation ahead of the 2018 admissions cycle. SRA will take forward internal and external communications, including a revision of the University's contextual data briefing.

Consultation

16. The Student Recruitment Management Group, including representatives from all three Colleges, has been consulted with and has approved the proposed changes.

Further information

17.

Author

Ian Sutherland

Student Recruitment and Admissions

6 June 2017

Presenter

Tracey Slaven

Governance and Strategic Planning

Freedom of Information

18. Open.



CENTRAL MANAGEMENT GROUP

20 June 2017

Fundraising and search engines

Description of paper

1. This paper sets out the results from the 12-month trial of the fundraising search engine, Easysearch, and proposes the continuation of the inclusion of a charity search engine on the University's web pages to raise funds for nominated charities.

Action requested

2. CMG is invited to approve as normal business, the use of charity search engines on machines in the University's Open Access Labs. Additionally, CMG is asked to approve Trees for Life as the EUSA nominated charity for 12 months commencing August 2017.

Background and context

3. Following agreement from CMG in June 2015, Information Services in close consultation with EUSA implemented a fundraising search engine option in its Open Access Labs across the University. This enabled funds to be raised for a charity when a student selected the fundraising search engine to perform their web search.

Discussion and Approach

4. Introducing this small change to the search engines on the machines in our Open Access Labs provided a relatively simple avenue for our students to support the third sector. During the pilot period, we raised £285.40 for the chosen charity the Turing Trust. The charity was delighted with the response and commended the University for enabling students to donate in this way.

5. EUSA are very enthusiastic about the fundraising search engine and have reported that students were happy to be given the opportunity to donate to charity in this way. To this end, EUSA have stated that they would wish the practice to continue.

6. Information Services is supportive of this proposal and has agreed with EUSA that, if approved by CMG, we should stay with the Easysearch engine. Easysearch provides access to a large range of charities and removes the need for annual reconfiguration of the computers in Open Access Labs.

7. For this coming session, EUSA has advised that the student community supports the selection of a charity that supports the growth and protection of Scottish woodlands. To this end, the charity Trees for Life is proposed as the recipient of donations for the session 2017/18.

8. Trees for Life¹ is a Scottish charity (SCO21303) whose mission is "to restore the Caledonian Forest and all its constituent pieces of flora and fauna to the Scottish Highlands". The charity works in partnership with Scottish Natural Heritage, the

¹ <http://treesforlife.org.uk/>

RSPB, Forestry Commission Scotland and the National Trust for Scotland in the pursuit of its mission.

Resource implications

9. As with the pilot, the resource implications are minimal for the University and are far outweighed by the potential benefits that will accrue to the nominated charity.

Risk Management

10. This is a low risk activity for the University.

Equality & Diversity

11. No specific impacts on protected characteristics have been identified as a result of this initiative.

Next steps/implications

12. Following approval by CMG, Information Services will make the appropriate changes to the search engine to enable funds to transfer to the chosen charity. We were able to report on the funds raised for the Turing Trust because of the relationship we had established with them. We will explore with Trees for Life to see if we can establish a similar report from them, but recognise that this may not be straight forward.

Consultation

13. Consultation has been undertaken with EUSA to ascertain student reaction to the fundraising search engine and to identify the recipient charity for 2017/18.

Further information

14. Author

Jo Craiglee
Director, Knowledge Strategy &
IS Planning
Graham Newton
Desktop Services Team Leader, ITI
7 June 2017

Presenter

Gavin McLachlan
CIO and Librarian to the University

Freedom of Information

15. This paper is Open.



CENTRAL MANAGEMENT GROUP

20 June 2017

People Report

Description of Paper

1. This paper provides the quarterly update on work being taken forward by University HR Services including in consultation with the devolved teams and other University departments.

Action Required/Recommendation

2. CMG is invited to note the content of this paper and comment or raise questions.

Background and context

3. This paper provides a summary report on progress on People related matters being taken forward by University HR Services since the last report on 28 February 2017.

Attract

Youth Employment

4. A paper was presented to People Committee on 3 May 2017 outlining the proposed Youth & Student Employment Strategy which had been developed following the consultation paper presented at the October 2016 meeting. The Strategy document is designed to align with the new HR Strategy and wider University Strategic Plan.

5. The strategy was well received and the Committee were positive about the work of the Resourcing Team in this area but noted the low uptake of apprenticeships. The Committee strongly encouraged the University to engage with apprenticeships and other youth and student employment opportunities and asked the Resourcing team to continue to work on publicising these.

6. Since this meeting, we have received commitments from Business Areas to take on Modern Apprenticeships and expect to have our first cohort of between 10 and 15 starting in October this year.

Ambitious Futures

7. Our first Edinburgh Ambitious Futures graduate trainee will start in September 2017. The first placement will be in Development and Alumni working on an "Informing Global Knowledge" project. Placements 2 and 3 will be decided in June.

New Framework for Executive Search and Senior strategic search

8. The Senior HR Partner (Resourcing) has been heavily involved with the APUC Executive Search framework. The new framework commenced on 17 April 2017 and covers a broader range of services including Executive/Senior Academic roles, Professional Services Director roles, Senior Professional roles, International roles in overseas campus locations and Longer term Strategic

Partnerships. Awareness sessions are being planned to raise awareness of the framework and how to use it.

Reward

2017/18 National Pay Negotiations

9. The three negotiation meetings between the University and Colleges Employers' Association (UCEA) and the trade unions, UCU, EIS, Unite, GMB and UNISON have taken place as scheduled. UCEA increased its opening offer of 1.2% to 1.5% and negotiations concluded with a final offer of a 1.7% uplift on all 51 spine points on the national pay scale, with higher increases on lower spine points (to point 16, covering UoE grades 1 to 4), with effect from 1 August 2017. The trade unions are currently consulting their members on the final offer, the outcomes of which are unlikely to be known before late June/early July.

10. The offer made on behalf of all participating universities takes into account the financial challenges and uncertainties facing the HE sector as a whole and the broader reward package, including pay progression for staff not yet at the top of their grade. At the University of Edinburgh the increase to the spine points will be supplemented, for over 60% of staff in Grades UE01 to UE09 by an incremental progression increase.

Maximising Performance

Managing Capability

11. A revised policy, titled 'Managing Capability Policy' has been developed which reduces the number of formal steps and simplifies the process and accompanying documentation. We hope to reach agreement with the trade unions by the end of May which will enable CJCNC ratification of the revised policy at its June meeting and to commence roll-out from August, which will be preceded by dedicated HR Advisor workshops in August, facilitated by the legal firm Pinsent Masons who have helped the development of a 'bolder' policy/procedural approach to managing performance.

Learning & Development

Leadership Talent Development

12. Following the pilot Leadership Development programme for staff at Grades 8/9 which took place in February 2017, work is underway to develop an integrated and simplified leadership and talent development framework for the University. This will include provision of a range of development solutions based on core common characteristics which will support staff at key stages in their career development.

Organisation Capability

Development of HR Strategy and associated HR work plan

13. The new HR Strategy has been published and was formally launched with HR staff at a series of meetings in May. Work is now being taken forward on further developing the underpinning HR plan.

HR Transformation update

14. People Committee received a paper which provided Committee members with an update on progress on the HR Transformation programme and an overview of the approach being taken for the next phase of the programme.

15. The Director of HR and the HR Transformation Programme Lead have since met HR Teams, Directors of Professional Services and the Payroll and Pensions teams to update them on the HR Transformation Programme. Comprehensive updates have been made to the [HR Transformation website](#) and further communication activity is taking place over the coming weeks.

16. The HR Transformation Team are currently recruiting secondees to contribute to the next phase of the programme.

Equality, Diversity & Wellbeing

UN HeForShe campaign IMPACT 10x10x10 Initiative – Equality, Diversity & Wellbeing

17. Following CMG's agreement (at its April meeting) to participate in the IMPACT 10x10x10 Initiative, People Committee was invited at its meeting on 5 June to discuss and provide a view on possible options for formal commitments and targets. Suggestions currently under consideration include : setting a 30% target for female representation at Grade 10 by 2025; building on existing work to tackle sexual harassment and sexual violence on campus; increasing number of males taking Shared Parental Leave; building on the success of the Mastercard Scholars to offer more scholarships to students from the African nations.

Dignity & Respect – Equality, Diversity & Wellbeing

18. At its meeting on 5 June people committee considered a paper setting out the plans for raising awareness of the Dignity & Respect Policy to promote a culture of respect across the University. A short-life working group has been established to develop the campaign plan. In order to support this, we are piloting University cultural training, the first session was run on 31 May 2017 with participants from the HR Community and there are plans to roll out across the University from August 2017.

Employee Experience & Communication

Review of Support for EU and Non EEA staff

19. UHRS have developed a framework of support for EU staff and staff with EU partners/dependants including:

- Twelve Group briefing sessions run by an external legal firm specialising in UK residency and British citizenship; over 600 staff attended one of three subject specific sessions across four locations during the week of 24 April. A podcast has been made of each session and made available to all staff along with a set of Frequently Asked Questions. Of the 115 staff who responded to a post-event survey, 91.3% advised the information sessions had met their personal needs.
- Some 350 staff had a 1-2-1 consultation meeting with the same firm of solicitors during the latter part of May and early June. We are currently evaluating staff feedback.

- A list of specialist legal firms prepared to offer preferential rates to staff requiring more comprehensive advice and support
- an interest-free loan facility to help spread the cost of acquiring residency documentation or citizenship and/or related legal advice.
- a process for obtaining confirmation of employment required for Home Office applications including copy payslip and P60s.

20. We have also been working with the Senior Vice-Principal and colleagues in Communication and Marketing and Legal Services on staff communications.

Developing approach to HR Communications

21. Having secured support, in the form of seconded resource, from the University's Web Services team, work has begun to review and redesign the HR and Equality and Diversity websites. The initial areas of focus for this work are Learning & Development, Immigration and Resourcing.

Equality & Diversity

22. Equality issues will be considered on a case by case basis for each individual project/piece of work.

Risk Management

23. The University has a low risk appetite for both compliance risks and people risks.

Resource Implications

24. Resources will be met from within existing budgets unless outlined in the paper.

Next Steps/Implications

25. Future reports will be presented quarterly to CMG.

Consultation

26. A similar People report will also be presented to each meeting of People Committee and Policy & Resources Committee

Further Information

27. Papers considered by People Committee are available on the wiki site: <https://www.wiki.ed.ac.uk/display/UCC/People+Committee>.

28. *Author & Presenter*

Ms Zoe Lewandowski
Director of Human Resources
9 June 2017

Freedom of Information

29. This paper is open



CENTRAL MANAGEMENT GROUP

20 June 2017

Health and Safety Quarterly Report: Quarter 3: 1 March 2017 –
31 May 2017

Description of paper

1. This paper provides a summary of health and safety related incidents that took place during the period 1 March 2017 to 31 May 2017, as well as relevant health and safety issues and developments, to provide information and assurance to the Central Management Group (CMG) on the management of health and safety matters.

Action requested / Recommendation

2. CMG is invited to note the statistics included in the Appendices as illustrative of the University's accident and incident experience, and notes the issues and developments which are also described.

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

Risk management

12. The University has a low risk appetite for both compliance risks and for people risks. Monitoring of health and safety accidents, diseases and incidents ensures that risks to health are being managed and provides an early warning of more serious issues.

Equality & Diversity

13. This report raises no major equality and diversity implications, other than those associated with disabled evacuation.

Consultation

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

Further information

15. <u>Author</u>	<u>Presenter</u>
Alastair Reid	Hugh Edmiston
Director of Health and Safety	Director of Corporate Services
5 June 2017	

Freedom of Information

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



CENTRAL MANAGEMENT GROUP

20 June 2017

Recruitment Update

Description of paper

1. The paper provides an initial update on the recruitment cycle as of 1 June 2017. Full undergraduate and postgraduate taught reports will be posted on the CMG wiki as usual when finalised.

Action requested/Recommendation

2. CMG is asked to note the current recruitment position and to encourage Colleges to explore of the potential to expand recruitment to Distance Learning programme this cycle.

Paragraphs 3 - 8 have been removed as exempt from release due to FOI.

Resource implications

9. There are no direct resource implications associated with this report.

Risk Management

10. Effective student recruitment is essential to the health of the University.

Equality & Diversity

11. Equality and Diversity impacts are explicitly assessed in the development of our recruitment policies.

Further information

12. Tracey Slaven
Deputy Secretary, Strategic Planning

Freedom of Information

13. Closed



CENTRAL MANAGEMENT GROUP

20 June 2017

Report from Fee Strategy Group

Description of paper

1. This paper sets out the recommendations from the Fee Strategy Group meeting of 5 June 2017 which CMG is asked to approve or note as appropriate. The paper also sets out action taken by the Chair since the last FSG report to CMG.

Action requested/Recommendation

2. CMG is asked to consider and approve the tuition fee proposals outlined in paragraphs 6 and 8 and appendix 1, to approve the revised terms of reference and remit of the Fee Strategy Group as set out in appendix 2, to note future actions on the Additional Programme Costs policy and to note action taken by the Chair since the last report to CMG.

Paragraphs 3 - 13 have been removed as exempt from release due to FOI.

Risk Management

14. The proposals for fee rates included in the paper takes into account the University's appetite for financial risk as well as student experience and reputation.

Equality & Diversity

15. Equality and diversity issues are considered as part of the on-going monitoring of fee levels by the Fee Strategy Group and its Secretary. We do not consider that an EIA is required.

Next steps & Communication

16. Once endorsed, the fees will be published by Scholarships and Student Funding Services and on School and other websites as well as in promotional literature.

Consultation

17. The paper has been reviewed by Tracey Slaven, Deputy Secretary Strategic Planning

Further information

18. Further information can be obtained from Peter Phillips, Deputy Director of Planning, GaSP (tel: 50-8139, email: Peter.Phillips@ed.ac.uk)

Author

19. Jennifer McGregor
Governance and Strategic Planning
15 June 2017

Presenter

Tracey Slaven
Governance and Strategic Planning

Freedom of Information

20. This paper should be closed and disclosure would substantially prejudice the commercial interests of the University until the fee rates are published.



Central Management Group

20 June 2017

Principal's Strategy Group

Committee Name

1. Principal's Strategy Group (PSG).

Date of Meeting

2. 7 April 2017 & 16 May 2017.

Action Required

3. Provided for information.

Key points

4. Among the items discussed were:

a) Planning Round

PSG discussed the plans, in their various stages, at both of these meetings reaching a consensus on the final prioritisation and the projected level of surplus.

As part of these discussions the Group also agreed that further work would be undertaken on the business plan for the Distance Learning @ Scale initiative, noted the intent to engage in RUK Clearing and endorsed the proposal that we should also engage in Scottish Clearing for Widening Participation/SIMD20 recruitment and PGDE.

b) Estates Capital Plan and Student Experience Estates Strategy

PSG fully endorsed the Student Experience Estates Strategy noting that students and staff should be made aware of the plans. Looking at the broader Estates Capital Plan, PSG agreed that projects delivering improvements to the student experience should be prioritised in addition to those where an element of external funding is secured.

c) University Risk Register

PSG endorsed the latest version of the Risk Register.

d) Research Excellence Framework (REF) 2021

PSG considered our approach and positioning for the next REF, which generally appears to be positive. The Group agreed that the Heads of College would discuss some specific aspects with their Heads of School and that joint submissions in key subject areas will remain a high priority.

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

13 June 2017

Freedom of Information

8. Open Paper