



CENTRAL MANAGEMENT GROUP

29 August 2017

Minute

Present: Vice-Principal Professor Jane Norman (Convener)
Vice-Principal Professor Dorothy Miell
Vice-Principal Professor James Smith
Vice-Principal Professor David Robertson
Mr Hugh Edmiston, Director of Corporate Services
Mr Phil McNaull, Director of Finance
Ms Zoe Lewandowski, Director of Human Resources
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 David Argyle, Head of School of Veterinary Medicine
Professor Ewen Cameron, Head of School of History, Classics & Archaeology
Mr Grant Ferguson, on behalf of Mr Gary Jebb
Mr Alistair Fenemore, on behalf of Mr Gavin McLachlan
Mr Barry Neilson, Director of Student Systems and Administration (for items 5, 6 &7)
Ms Shelagh Green, Director for careers and Employability (for item 8)

In attendance: Ms Kirstie Graham, Deputy Head of Court Services

Apologies: The Principal
Senior Vice-Principal Professor Charlie Jeffery
Vice-Principal Mr Chris Cox
Vice-Principal Professor Sir John Savill
Vice-Principal Professor Lesley Yellowlees
Vice-Principal Professor Jonathan Seckl
Ms Sarah Smith, University Secretary
Mr Gavin McLachlan, Chief Information Officer
Mr Gary Jebb, Director of Estates
Professor Jeremy Robbins, Head of School of Literatures, Languages & Cultures
Dr Ian Conn, Director of Communications and Marketing

1 Minute

Paper A

The Minute of the meeting held on 20 June 2017 was approved.

2 Matters arising

The Convener welcomed Vice-Principal Professor David Robertson, Head of the School of Science and Engineering, to his first meeting.

3 Principal's Communications

Vice-Principal Professor Jane Norman, on behalf of the Principal, reported on the following: congratulations on securing the City Deal; strong undergraduate student recruitment with continuing demand from RUK and International markets and successful clearing which resulted in an increase in SIMD20 unconditional firm offer holders; postgraduate taught recruitment holding up but possibly impacted by the change from bursary to loans; a 30% increase in research grants; a successful Festival.

SUBSTANTIVE ITEMS

4 NSS Results

Paper B

CMG considered an analysis of the results of the 2017 National Student Survey (NSS) and proposed measures aimed at improving the University's position in the Survey. There was a wide ranging discussion in which members acknowledged the continuing hard work of academic and support colleagues and emphasised the importance of maintaining this momentum whilst recognising there was more work to be done in building student engagement and a sense of community, including working with EUSA and EUSU. The importance of a whole University approach was discussed, with the later agenda items on the Service Excellence Programme and Supporting Personal, Professional and Career Development for Graduates also important components in enhancing the student journey. Developing a more integrated approach across teaching and learning, administration and the estate would facilitate a more joined up student experience. Building on CMG advice, a refined version of the paper will be presented to Court on 25 September.

5 Service Excellence Programme

Paper C

CMG received an update on the Service Excellence Programme and it was reiterated that many of the issues raised in the Student Administration & Support Programme were picked up in the points raised in the discussion about the NSS. The linkage between SEP and actions around NSS should be clearly articulated and communicated.

6 Course Enhancement Questionnaire Policy

Paper D

CMG considered and approved the recommended changes to the Course Enhancement Questionnaire Policy as set out in the paper.

7 Bulk Email

Paper E

CMG considered the report on the investigation into the graduation email error and noted the report, findings and follow up work.

8 Supporting Personal, Professional and Career Development for Graduates **Paper F**

CMG considered a range of high level actions proposed to support enhanced personal professional and career development and positive destinations outcomes for our graduates. This was a follow up to a briefing paper considered by CMG at its May meeting and as previously discussed supported an enhanced student experience through explicit, coordinated, and collaborative action.

The University's strong position was noted, with many examples of good practice to build on. The diversity of the range of approaches was acknowledged, with many Schools work in this area strongly driven by the demands of professional accreditation, but other Schools less likely to see the immediate relevance to their academic activity. With that backdrop, it was essential to secure staff support and accountability to drive forward the planned actions. CMG endorsed the proposed approach and reiterated the importance of a joined up approach to University wide activity.

9 Managing Capability Policy **Paper G**

The University's revised policy for managing capability will take effect from 1 September 2017 and members were briefed on the context of the policy and its implementation process. The policy was a 'bolder and better' approach, with a simplified informal stage, reduced number of formal meetings and performance improvement plans, increased flexibility with the ability to 'fast-track' and to 'pick up where left off' should underperformance re-occur. CMG welcomed the new policy and commended the simpler, plain English style.

10 Update on City Deal **Paper H**

The Edinburgh and South East Scotland City Deal was announced on 20 July with the UK and Scottish Governments each to commit up to £300M, along with match-funding of up to £501M by the various regional partners. The total value of the Deal reaches to up to £1.1B. The University is leading on Data-Driven Innovation, which includes: World Class Data Infrastructure; the Bayes Centre; the Quartermile Old Royal Infirmary; the Usher Institute; the National Robotarium (on which we are cooperating with Heriot-Watt University, with Heriot-Watt in the lead); and Easter Bush. The Principal is chairing a strategic board for internal oversight and there will be roadshows and internal presentations to inform the University community of the opportunities presented by the City Deal. CMG commended all involved in securing the City Deal and looked forward to further developments as the business processes were developed.

11 Finance Director's Report **Paper I**

The Director of Finance reported that full year outturn is being finalised and it was anticipated that the budgeted surplus at year end would be exceeded.

Members were asked to note that the new supplier request process will be implemented on 1 October 2017 and the policy of no payment without a purchase order for trade suppliers will be implemented on 1 December 2017. Members attention was also drawn to the new Criminal Finances Act 2017 (CFA 2017) legislation which introduces a corporate criminal offence of failure to prevent (FTP) the facilitation of tax evasion. This offence is not about the University itself avoiding, evading or underpaying tax, as existing laws cover this, but about the University failing to prevent its employees and associates (contractors, suppliers, agents and intermediaries) from facilitating the evasion of both domestic and foreign tax by another party. A defence to the CFA2017 legislation is having reasonable prevention procedures in place and the University's prevention controls will be reviewed and reported to CMG.

- | | |
|--|----------------|
| 12 Expenses Policy | Paper J |
| <p>CMG commended the revisions to the Expenses Policy and asked for some further minor amendments and that it be discussed with Union representatives before returning to the next meeting for endorsement</p> | |
| 13 Value for Money Report 2016/17 | Paper K |
| <p>CMG considered and endorsed the Value for Money report for 2016-17, to be forwarded to Audit & Risk Committee as part of the mandatory requirements from SFC.</p> | |
| 14 Integrated transport Plan 2017 - 2021 | Paper L |
| <p>CMG noted the Integrated Transport Plan 2017 – 2021 and agreed that listening to the student voice in considering transport across the campus was an important part of the student experience.</p> | |
| 15 Drinking Water Policy Review | Paper M |
| <p>CMG noted and was supportive of the review of drinking water and proposed approach and policy updates.</p> | |
| 16 Assistance Animals Policy | Paper N |
| <p>CMG approved the Assistance Animals Policy subject to a clarification in the supporting guidance in relation to the University's responsibilities for providing facilities.</p> | |
| 17 Data Steward Role | Paper O |

CMG approved the catalogue of golden copy data sources, including data steward appointments for the core golden copy data sources; the formal definition of the data steward role; and that Heads of Colleges and Support Groups be accountable for appointing Data Stewards in their areas, in line with their overall accountability for information security.

18 Renaming George Square Lecture Theatre

Paper P

CMG endorsed the renaming of the George Square Lecture Theatre the Gordon Aikman Lecture Theatre and recommended to Estates Committee for approval, subject to confirm that Gordon Aitkman's family were supportive of the proposal.

ITEMS FOR NOTING OR FORMAL APPROVAL

19 Fee Strategy Group

Paper Q

CMG endorsed the fee proposals approved by CMG Chair's Action

20 Research Policy Group

Paper R

The report was noted.

21 Principal's Strategy Group

Paper S

The report was noted.

22 Date of next meeting

Tuesday, 26 September 2017 at 10.00am in the Raeburn Room, Old College.

23 CMG Communications

The key messages arising from the meeting to be communicated more broadly were noted.