



CENTRAL MANAGEMENT GROUP

26 September 2017

Minute

- Present:** Senior Vice-Principal Professor Charlie Jeffery (Convener)
Vice-Principal Professor Jane Norman
Vice-Principal Professor Dorothy Miell
Vice-Principal Professor David Robertson
Vice-Principal Mr Chris Cox
Vice-Principal Professor Jonathan Seckl
Ms Sarah Smith, University Secretary
Mr Hugh Edmiston, Director of Corporate Services
Mr Gavin McLachlan, Chief Information Officer
Mr Phil McNaull, Director of Finance
Ms Zoe Lewandowski, Director of Human Resources
Mr Gary Jebb, Director of Estates
Ms Leigh Chalmers, Director of Legal Services
Ms Tracey Slaven, Deputy Secretary, Strategic Planning
Mr Gavin Douglas, Deputy Secretary, Student Experience
Professor David Argyle, Head of School of Veterinary Medicine
Professor Ewen Cameron, Head of School of History, Classics & Archaeology
Professor Jeremy Robbins, Head of School of Literatures, Languages & Cultures
Dr Catherine Elliott, on behalf of Vice-Principal Professor Sir John Savill
Mr Rob Tomlinson, Acting Director of Communications and Marketing
- In attendance:** Mr Dave Gorman, Director of Social Responsibility & Sustainability (for item 3)
Professor Alan Murray, Assistant Principal Academic Support (for items 4&5)
Dr Rena Gertz, Data Protection Officer (for item 6)
Ms Elisa Chirico (observer)
Ms Kirstie Graham, Deputy Head of Court Services
- Apologies:** The Principal
Vice-Principal Professor James Smith
Professor David Gray, Head of School of Biological Sciences

1 Minute

Paper A

The Minute of the meeting held on 29 August 2017 was approved.

2 Principal's Communications

Senior Vice-Principal Professor Charlie Jeffery, on behalf of the Principal, reported on the following: continued strong demand from RUK and International UG admissions, Scottish domiciled demand less strong but balanced by increased applications and conversion from MD20; EU applications remain strong against the sector, particularly EU PGT,

showing the benefit of significant Brexit mitigation activity; the announced Brexit transition period should provide more welcome stability, however there remained external uncertainty including the ongoing fees debate.

SUBSTANTIVE ITEMS

3 Social Responsibility and Sustainability Strategy 2010-20 Review Paper B

Mr Dave Gorman, Director of Social Responsibility and Sustainability spoke to his paper which summarised progress on the review of the University's Social Responsibility and Sustainability (SRS) strategy 2010-20 with the aim of publishing a revised strategy in 2018.

The focus was on linking the SRS strategy to the University's strategic objectives, with clear indicators of success, drawing together a range of strands into an overarching narrative, integrating existing activity where possible, building awareness and support across the University and building links to our wider community.

Members welcomed the breadth and links to University priorities and felt the links to existing policies such as modern slavery and sustainable procurement could be made more explicit. The links to the community engagement strategy and the City Deal could also be further developed. It was agreed that this would be discussed further at SRS Committee before progressing to Policy and Resources Committee and Court.

4 Optimising Personal Tutor Support – A New Approach Paper C

Professor Alan Murray, Assistant Principal Academic Support spoke to his paper. Responses to the National Student Survey had highlighted the variability of students' perception of Personal Tutor (PT) support and as this is a key driver for 'academic support' metrics, it was appropriate to focus on the PT role, function and performance in parallel with examination of the functioning of Student Support Teams. The PT system has shown that it can work well so the focus is on building on existing successful practice. In order to do this, it was proposed to use the University's Making Transitions Personal framework, which aims to help students to move smoothly from high school, into and through their years at University, as the platform for a set of questions to encourage reflection on the support provided by individual PTs. This would provide qualitative data as formative feedback, initially to PTs and in due course to Heads of Schools.

Whilst there was broad support, it was agreed there needed to be greater reflection on the PT role as a whole, the relationship to other student support services and also the practicality of the operational requirements of the proposal. A small group would reflect on these concerns to further refine the proposal to include: Assistant Principal Academic Support,

Deputy Secretary Student Experience, Director of Student Systems and a Head of School.

5 Course Enhancement Questionnaire –Question Set Paper D

CMG considered and approved the recommendations in the paper: to not re-instate the staff free text question; and to not include a student engagement question in the core question set, but to make this available in the bank of additional questions and pilot with a number of Schools.

6 General Data Protection Regulation (GDPR) Update Paper I

In January 2016, CMG had received an early paper on the implications of the then draft General Data Protection Regulation (GDPR). The GDPR will come into force on 25 May 2018 and one of its requirements is a named Data Protection Officer reporting to senior management. The University had appointed Dr Rena Gertz, who spoke to her paper giving an overview of the planned implementation approach.

Members noted the breadth of the legislation, the challenges of implementation across a large devolved organisation and the potentially substantial financial penalties for a breach. It was agreed that the paper set out a helpful and pragmatic way forward and that communication and buy-in across the University were essential. There would be further work on developing a programme plan with clear milestones and this would return to CMG for further consideration and support in due course.

7 Undergraduate Intake Strategy – 2018-19 Paper E

CMG considered and endorsed the planning assumptions and targets as set out in the paper for SEU and RUK non-controlled UG intake and the expectation of SIMD20 entrants as part of our progress towards delivering the Commission on Widening Access (CoWA) SIMD20 widening participation target. CMG also approved engagement with clearing during the 2018-19 undergraduate UCAS cycle. Members noted the challenges in meeting the widening participation target and in ensuring appropriate support was provided for students recruited through clearing as part of widening participation.

8 Planning Round Context and Timetable Paper F

The Deputy Secretary Strategic Planning noted the proposed timetable was in line with the previous two cycles. It was necessary to be able to identify all income and expenditure (revenue and capital) associated with City Deal from both pre-existing provision and activities as well as new provision and activities and work was ongoing on this.

In discussion, the importance of greater clarity and transparency in the model was agreed and there was consideration of the development of the Transparent Model Template and Service Expectation Statements. It

was noted that the proposed approach for this year was a continuous refinement to the previous processes rather than a radical change and CMG agreed to endorse the approach, subject to the final guidance being agreed by the Deputy Secretary Strategic Planning and budget holders prior to circulation.

9 Finance Director's Report

Paper G

CMG considered and discussed the report from the Director of Finance which included a headline summary and brief analytical review of the draft University Group financial results for the year ending 31 July 2017. This showed a very positive result which should support reinvestment in University priority areas.

As part of this report, CMG approved a new University Expenses Policy, including travel, accommodation, subsistence and other expenses, whilst noting further work was required before the elements relating to the travel provider Key Travel could be fully implemented, and this would be communicated with the new Policy. CMG also approved a finance template to be used for committee papers where there would be a significant financial impact on University resource (revenue and capital).

10 Holiday Pay and Non-Contractual Overtime

Paper H

CMG considered and approved the approach to ensuring employees receive holiday pay which takes into account voluntarily worked overtime, as set out in the paper.

11 Internal Audit Status Report

Paper J

CMG noted that the Audit & Risk Committee had reviewed an in depth update of progress against the Internal Audit Annual Plan and considered this summary progress report, noting Internal Audit will be undertaking compliance reviews for UKVI compliance across the University in 2017/18.

12 Health and Safety Quarter 4 Report

Paper K

CMG noted a summary of health and safety related incidents that took place during the period 1 June 2017 to 31 August 2017, as well as relevant health and safety issues and developments.

ITEMS FOR NOTING OR FORMAL APPROVAL

13 Principal's Strategy Group

Paper L

The report was noted.

14 Date of next meeting

Tuesday, 31 October 2017 at 10 am in the Raeburn Room, Old College

15 CMG Communications

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