



CENTRAL MANAGEMENT GROUP

31 October 2017

Minute

- Present:** Vice-Principal Professor Jonathan Seckl (Convener)
Vice-Principal Professor Jane Norman
Vice-Principal Professor Dorothy Miell
Vice-Principal Professor David Robertson
Vice-Principal Professor James Smith
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:** Professor Lesley McAra, Assistant Principal Community Relations (for item 3)
Ms Laura Cattell, Head of Widening Participation (for item 4)
Ms Michelle Brown, Head of SRS Programmes (for items 6 and 7)
Ms Lynda Hutchison, Senior Strategic Planner (for item 8)
Ms Kirstie Graham, Deputy Head of Court Services
- Apologies:** The Principal
Senior Vice-Principal Professor Charlie Jeffery
Vice-Principal Mr Chris Cox
Professor David Gray, Head of School of Biological Sciences

1 Minute

Paper A

The Minute of the meeting held on 26 September 2017 was approved.

2 Principal's Communications

Senior Vice-Principal Professor Jonathan Seckl, on behalf of the Principal, reported on the following: the uncertain policy environment, with a number of consultations from the new Office for Students, which, whilst only applying to England and Wales, may influence Scottish HE developments; positive progress on the City deal; a recent successful

visit to the joint Zhejiang campus; recruitment continuing to be positive with EU admissions up 7% in all categories and progress made to the MD20 target; the USS pension scheme discussions.

SUBSTANTIVE ITEMS

3 Public Engagement Strategy Paper B

Professor Lesley McAra, Assistant Principal Community Relations, spoke to the draft strategy for engaging the wider public with research. There was a wide ranging discussion around the links between knowledge exchange and impact, public engagement and broader community engagement, widening participation and cross University co-ordination across these areas. The proposal to form a Strategic Coordinating Group was noted and following discussion it was considered that it would be appropriate for this Group to report to the Research Policy Group, rather than to the SRS committee as proposed.

CMG were supportive of the proposed Strategy and noted the need to develop robust measures for success.

4 Widening Participation Strategy Paper C

Ms Laura Cattell, Head of Widening Participation, introduced a draft setting out the principal direction of the forthcoming Widening Participation Strategy. Members were supportive of the approach outlined in the draft, noting areas for further development included discussion with Development and Alumni and the Centre for Open Learning; consideration of College articulation routes; and further work on implementation including communication and prioritisation, with a further draft for consideration in the new year.

5 Modern Slavery Statement Paper D

CMG discussed and endorsed the University's second Modern Slavery Statement, which reiterated the University's commitment to protecting and respecting human rights and zero-tolerance approach to slavery and human trafficking in all its forms. This would go to Audit & Risk Committee in November and Court in December prior to publication on the University website.

6 Sustainable Development Goals Accord Paper E

Ms Michelle Brown, Head of SRS Programmes, reported that the Sustainable Development Goals (SDG) encompass 17 topics that communicate challenges facing the world and recognise shared responsibilities in addressing them. By signing the SDG Accord, the University would be supporting the high level principles, which are in alignment with the University's Strategic Plan (2016) in relation to 'Impact for Society' and other strategies and policies of the University. This

would be a high level commitment and would not require any additional measurement processes.

CMG endorsed the University joining the Sustainable Development Goals Accord as a signatory.

7 Strategic Plan 2016 Performance Measurement Framework Paper F

CMG had previously considered and endorsed the performance measurement framework to assess the University's performance against the Strategic Plan 2016. At the meeting, members received a demonstration of the live dashboards that will enable drilling down into the underpinning data. The interactive Court and CMG dashboards would be published on a SharePoint based intranet site for University staff while static versions of visuals for the Court measures would be available publicly via the University's Strategic Plan website. The dashboards were based on a repository of strategic datasets which contain extracts from multiple corporate data sources, joined and transformed in the ways required for straightforward re-production of each specific performance measure. The work to define these bespoke strategic datasets complements the work being done to develop the Enterprise Data Warehouse (EDW) and colleagues leading and managing each of these projects are working together as the EDW project moves forward.

Members were very supportive of the work undertaken to date, recognising the importance of access to good quality, reliable data in managing and measuring strategic performance indicators.

8 Strategic Plan 2016: Final KPI Update Paper G

CMG noted the final data and analysis for the final year of the 2012-16 Strategic Plan.

9 Finance Director's Report Paper H

Central Management Group noted the September Management Accounts and the number of significant variances between year to date actual figures versus year to date budget. The Director Finance outlined the ongoing work to address this as part of the new three year quarterly rolling forecast process.

Central Management Group considered and approved the Criminal Finances Act statement developed in response to the Criminal Finances Act 2017 which introduced a new corporate criminal offence of failure to prevent the facilitation of tax evasion. This would be reported to Policy and Resources Committee and Audit and Risk Committee.

There was discussion of the annual Time Allocation Survey which collects data that inputs into the statutory Transparent Approach to Costing (TRAC) return to the Scottish Funding Council and is used in the

calculation of research overhead recovery rates. There was concern about the quality of the data and it was agreed that consideration should be given to using the academic workload allocation model to inform the TRAC return, to reduce duplication and ensure more robust data.

- 10 People Report** **Paper I**
- CMG noted the People Report and in particular the training on managing capability; the Mentoring Connections programme; and that the University had signing up to the Technian Commitment.
- 11 Living wage Employer Accreditation** **Paper J**
- The University has paid the UK Living Wage to directly employed staff since November 2012. In order to become an accredited UK Living Wage Employer the University must ensure that not only directly employed staff receive the UK Living Wage but also contracted staff and subcontracted staff who work regularly on University premises and work is ongoing to assure this. CMG approved the University applying for UK Living Wage Employer Accreditation.
- 12 Youth and Student Employment Strategy** **Paper K**
- CMG endorsed the new Youth and Student Employment Strategy, noting its alignment with the new HR Strategy and University Strategic Plan, in particular the development theme of Contributing Locally.
- 13 University Support for the Council for At-risk Academics (CARA)** **Paper L**
- CMG noted the current level of engagement with CARA and members were supportive exploring opportunities for further financial and non-financial support to increase this.
- 14 Lecture Capture** **Paper M**
- CMG noted the update on lecture recording take-up and usage in the first two weeks of term. It was noted that there were some areas where the facility had not been used and there was discussion on how to increase take up, with further staff training considered desirable.
- 15 Information Security Framework** **Paper N**
- CMG approved the refreshed Information Security Policy and agreed to delegate approval for the underlying Standards and Procedures to IT Committee.

ITEMS FOR NOTING OR FORMAL APPROVAL

- 16 Creation of new Chairs and Renaming of Existing Chairs** **Paper O**

CMG approved the establishment of a Chair of Biomechanical Engineering in the College of Science and Engineering.

17 Principal's Strategy Group

Paper P

The report was noted.

18 Date of next meeting

Tuesday, 16 January 2018 at 10 am in the Raeburn Room, Old College

19 CMG Communications

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