



**CENTRAL MANAGEMENT GROUP**

**8 October 2014**

**Minute**

**Present:**

The Principal  
Senior Vice-Principal Professor C Jeffrey  
Vice-Principal Professor S Rigby  
Vice-Principal Professor J Seckl  
Vice-Principal professor J Smith  
University Secretary, Ms S Smith  
Mr H Edmiston, Director of Corporate Services  
Mr G Jebb, Director of Estates and Buildings  
Mr P McNaul, Director of Finance  
Mrs T Slaven Deputy Secretary, Strategic Planning

**Apologies**

Vice-Principal Professor M Bownes  
Vice-Principal Professor C Breward  
Vice-Principal Professor J Haywood  
Vice-Principal Professor R Kenway  
Vice-Principal Professor D Miell  
Vice-Principal Professor A Morris  
Vice-Principal Professor J Norman  
Vice-Principal Professor Sir John Savill  
Vice-Principal Professor L Yellowlees  
Professor C Clarke, Head of School of Health in Social Science  
Dr I Conn, Director of Communications and Marketing  
Ms M Ayers, Acting Director of HR

**In attendance:**

Ms L Chambers, Director of Legal Services  
Mr G Douglas, Deputy Secretary, Student Experience  
Mr D Gorman, Director of Social Responsibility and Sustainability  
Mr B MacGregor, Director of User Services Division  
Mr D Waddell, Director of ERI  
Assistant Principal Professor A Trew, on behalf of Vice-Principal Professor Yellowlees  
Ms A Edgar on behalf of Ms M Ayers  
Ms C Elliot on behalf of Vice-Principal Professor Sir John Savill  
Mr F Gribben on behalf of Vice-Principal Professor D Miell  
Mr D Kyles, Chief Internal Auditor  
Mr S Marsden on behalf of Vice-Principal Professor J Haywood  
Mr M Jenkins (for item 12 only)  
Deputy Vice-Principal Mr A Mackay (for item 3 only)  
EUSA President (for part of item 6 only)  
EUSA VP Services (for part of item 6 only)  
Dr K J Novosel, Head of Court Services

## **1 Minute**

**Paper A**

The Minute of the meeting held on 20 August was approved as a correct record.

## **2 Principal's Communications**

The Principal reported on the following: the University's ranking in the QS league table; concern being expressed around the density of student accommodation on the south side of the city; the appointment of Ms Z e Lewandowski to the position of Director of Human Resources; the success of recent open days; the University's contribution to the Edinburgh Festivals; the recent discussion at Senate on postgraduate research including the student experience: on-going discussions with SRUC; progress in respect of the Turing Institute bid; further work around a Digital Arts Arena; the success of the inaugural concert held on 7 October to celebrate the restoration of the McEwan Hall organ; the opening of the new Nursery at King's Buildings; and various estate improvements underway in respect of signage and the 'Golden Boy'.

### **SUBSTANTIVE ITEMS**

## **3 Home Office - Student Migration - University of Edinburgh**

**Paper B**

CMG noted the issues emerging around the Home Office requirements for the University maintaining its 'Highly Trusted Sponsor' status in respect of international students and its holding a Home Office Tier 4 licence.

There was discussion on the areas identified as a result of a recent mapping exercise by Internal Audit of six Schools the most significant being around student attendance and engagement. It was agreed that there should be a consistent approach across the University and the various actions being taken forward were welcomed including: a new policy being approved around student attendance and engagement; a standard IT tool being developed to record information; a designated Tier 4 contact officer being identified in every School: and the establishment of a new Home Office Management Group. It was also confirmed that a similar approach should be taken to monitor all students to improve the overall student experience: it was noted that this may be achieved via a phased approach and progress in each College was noted. Appropriate guidance to staff on their responsibilities and the need for clear documentation would be developed. It was welcomed that regular University reviews would be initiated and reported to CMG and the new Home Office Management Group.

**4 Outcome Agreement - 2015 Cycle including Draft Self-Evaluation of 2013-14 Agreement**

**Paper C**

Members noted the self-evaluation report of the 2013/2014 Agreement and that any additional information would be welcomed before the document was considered and signed off by Court on 3 November 2014 for submission to SFC

The timetable for the 2015 round was noted including the meeting with the SFC in early November and the requirement for an initial draft to be submitted on 8 December and the final version on 28 February 2015: to enable reflection of the REF results announced on 18 December 2014. Of particular note were the issues around gender balance in relation to areas of study and the opportunity to raise funding issues with SFC. CMG suggested, in addition to ECA redevelopment and Chancellor's Fellows, funding to support area study centres eg China and India, further collaboration working with the Zoo, and the SRUC project.

**5 Planning Guidance 2015/2016**

**Paper D**

CMG noted the annual planning guidance and timetable, in particular that there would be no automatic inflationary increase in base budgets. Various issues had also been taken into account in preparing the guidance including as previously agreed the emerging strategic priorities of the Thematic Vice-Principals. There would be challenges going forward on where best to allocate strategic investment against an agreed approach for the University to continue to expand.

There was discussion on various issues including the evolving planning process, future anticipated funding, resourcing College and support group aspirations, taking forward the ambitions of the estates programme and the need to focus on reducing duplication and increase commercial activity. The on-going compliance issues were also noted particularly in respect of Health and Safety and Procurement. Some suggestions were made to increase the clarity of the document and the desire to improve the transparency of the allocation process was noted. CMG further noted the key changes to the guidance as set out in the document and the external environment in which the University was operating.

CMG was content to approve the issues of the guidance subject to consideration of the discussed suggestions.

## **6 Outcome of UNPRI review and next steps**

**Paper E**

CMG noted discussion across the UK sector and overseas on taking forward the sustainability agenda particularly around ethical investment and the various approaches which had been adopted. There was significant interest within the student body on the development of the University of Edinburgh Socially Responsible Investment Policy against the backdrop of the University being a signatory to the UNPRI and the outcome of the University's consultation on these Principles was noted. CMG endorsed, in principle, the draft Socially Responsible Investment Policy as set out in the paper subject to further consideration of the procedure for avoiding investment.

The EUSA President and Vice-President Services presented concerns around investment in fossil fuels and armaments and the case for divestment particularly given the approach recently agreed by other Scottish Universities. There was discussion around how best to explore these issues and ensure that all views were considered: the University should take a measured approach. It was important to develop a robust process to consider investment issues and for this process to be tested.

It was agreed given the complexity of the issues involved to establish a short-life working group as soon as possible under the convenership of the Senior Vice-Principal to include student representatives, staff with relevant academic expertise and colleagues with relevant financial and investment experience to initially consider the case for divestment in fossil fuels against the principles and criteria as set out in the Policy. If this approach proved appropriate thereafter a similar approach could be adopted to explore divestment in armaments. The working-group would update CMG on progress.

## **7 Edinburgh BioQuarter**

**Paper F**

There had been previous discussion at CMG on a possible model going forward for the Edinburgh BioQuarter. The opportunities across the University were noted in the proposals as set out in the paper and that the model would be progressed over 3 stages. It was agreed that it would be helpful if detailed financial information could be included in the papers being presented to the Policy and Resources Committee and Court. It was further noted that initially authority would be sought to explore the proposed business plan outwith the University to enable the business plan to become more developed and robust.

## **8 Relocation – An aid to recruitment**

**Paper G**

CMG welcomed these policies which had been developed following an

analysis of need and will aid the University in successfully recruiting the best academic and professional talent world-wide. The cost implications were noted and that value for money would be obtained through the contract and SLA with the third party suppliers. CMG agreed to recommend approval of both documents to Policy and Resources Committee subject to amendment to the Relocation Policy around flexibility of the University to meet otherwise self-funded provisions.

## **ROUTINE ITEMS**

### **9 Finance's Director's Update Paper H**

The endowment fund solid performance was noted and that the external audit of the Group Accounts was now well underway with a surplus of approximately £32.4m for the 2013/2014 year end being recorded subject to any audit adjustments: an excellent financial position. CMG further welcomed the various improvements to the finance's business processes.

### **10 University Management Accounts for the year 2013-14 – Flash Report Paper I**

CMG noted and welcomed the draft information on the University's management accounts for end of year excluding subsidiary companies.

### **11 Internal Audit Status Report Paper J**

CMG welcomed the revised format of this report and noted the key points emerging and outcomes from the assignments undertaken in 2013/14. There was also discussion around the implementation of actions agreed as a result of audit assignment recommendations and that only a small number of high priority recommendations remained open: the Audit and Risk Committee was considering further how best to monitor the status of outstanding recommendations.

### **12 English Language Teaching Centre: Strategic Vision Paper K**

The current proposals for the English Language Teaching Centre were noted and there was CMG support for the Centre's vision as set out in the paper. This involved refocusing provision around support to non-native speaking international students within an academic environment and support to staff working with these international students.

CMG noted the importance of the work of the Centre to the internationalisation agenda and other issues such as Home Office

requirements. There was discussion and suggestions were made around exploring further commercial opportunities, the provision of on-line courses, and support to international students at other universities and to the families of international staff. CMG also noted the work currently underway within the whole of OLL to look at sustainability.

**13 SASG**

**Verbal**

It was noted that SASG would be renamed University Secretary's Group (USG) with effect from 1 November 2014.

**ITEMS FOR FORMAL APPROVAL/NOTING**

**14 Principal's Strategy Group**

**Paper M**

CMG noted the report.

**15 Fee Proposals**

**Paper N**

CMG approved the fee proposals as set out in the paper.

**16 Joint Zhejiang-Edinburgh Programme in Biomedical Sciences**

**Paper O**

CMG noted the proposed new programme in Biomedical Sciences noting that there was detailed work underway to complete a business case, undertake a robust due diligence exercise and agree legal arrangements.

**17 Creation of new Chairs**

**Paper P  
Paper Q**

CMG approved the establishment of new chairs in the College of Humanities and Social Science and the College of Science and Engineering as set out in the paper subject to confirmation of specific chair titles in respect of the generic Chairs of Technology Enhanced Science Education.

**18 Date of next meeting**

The new meeting of CMG will be held on Wednesday, 12 November 2014 at 10 am in the Meeting Room 1.07, Main Library.