

RESOURCE MANAGEMENT GROUP (RMG)

Terms of Reference

1 Constitution and Purpose

- 1.1 Whilst it is expected that Business Units (units) will largely operate within their approved existing resource base (*i.e.* their approved annual budget and current physical footprint), there will be occasions – due to unforeseen circumstances and emergencies for example – when additional resource may need to be requested in-year (*i.e.* outside the annual planning round).
- 1.2 The University Executive (UE) has therefore established the Resource Management Group (RMG) as a sub-committee of UE. The primary purpose of the RMG is to review and make decisions or recommendations on in-year resource related requests globally and to ensure that these are aligned appropriately to the University's strategic, financial and operational plans.
- 1.3 At the same time, the UE has dis-established the Vacancy Management Group and transferred the relevant items from its remit to the RMG. From the date of establishment of the RMG, staff posts already approved within plan and which are being hired and/or replaced within budget, will be approved by the unit's finance business partner to proceed to recruitment, allowing our budget holders to exercise their own judgement about when to advertise roles. Only new posts outside of budget, or needing to be recruited at a higher grade, will require RMG approval. In addition, the purpose of the RMG will be to discuss and decide upon major staff restructures and cases of voluntary severance and/or early retirement as a means of:
 - a. achieving restructure/organisational change; and
 - b. making savings to release funds.
- 1.4 The establishment of the RMG is designed to provide a swifter response to in-year resource requests, to improve efficiency and better empower budget holders, and to support the aim to free up the time in full University Executive meetings for strategic matters.
- 1.5 The RMG will take decisions where they fall within the Financial Regulations, and will consider other resource cases, making recommendations and referring matters upwards to the full University Executive for approval where considered appropriate and where required in order to meet the delegations within the Financial Regulations.

2 Remit

- 2.1 The University Executive is the primary executive decision making body of the University and it delegates to the Resource Management Group (RMG) for all resource related decisions and approvals that are required to be made out of cycle and cannot be made within the individual Business Units of the University (schools; directorates; campuses) and which fall below the threshold defined in the Financial Regulations for approval by the University Executive¹.
- 2.2 The RMG will operate within the Financial Regulations of the University (see additional information for note on delegations) and in line with the University's Three Year Plan and annual planning processes.

- 2.3 The RMG is responsible for authorising both staff and non-staff capital and operational expenditure on behalf of the University Executive, within the levels defined in the Financial Regulations, and will advise and make recommendations to the University Executive on resource decision making which fall into the UE's remit.
- 2.4 The RMG will monitor staffing numbers, vacancies and expenditure by budget holder. New posts outside of budget, or needing to be recruited at a higher grade, will need RMG approval. Similarly, in-year requests for additional resources that are unable to wait for the regular Annual Planning cycle will be considered.
- 2.5 The RMG is responsible for considering and approving requests related to physical space or other estate-related resource. Any space-related request must be received under cover from the Space Management Steering Group, along with their advice.

3 Composition and Membership

- 3.1 The RMG shall include:
- The Vice-Principal & Provost (as Chair)
 - University Secretary (as Deputy-Chair)
 - The Global Chief Financial Officer
 - The Global COO
 - The Global Director of HR
 - A Provost from either Dubai or Malaysia
 - A Deputy Principal
 - An Executive Dean
- 3.2 The RMG's current membership is as follows:
- Chair:
- Professor Steve McLaughlin
- Deputy-Chair:
- Ms Ruth Moir
- Other members:
- Mr Martin Pringle
 - Ms Lucy Everest
 - Mr Richard Cloughton
 - Professor Heather McGregor
 - Professor Gill Murray
 - Sara Lombardo, Executive Dean, MACS

4 Equality and Diversity Statement

- 4.1 The Group exercises its responsibility, as far as possible, to promote diversity of representation within its membership and the membership of any working group or committee established by the Group. The Group, in carrying out its business, will also act to promote equality or opportunity for all

5 Quorum and Voting

- 5.1 The quorum is three members one of whom shall be an academic member and one of whom shall be a Professional Services member. The Chair, Deputy-Chair or a nominated substitute Chair (see 6.3 below) must also be present.

- 5.2 Only members of the Group shall be entitled to vote on any matter which involves powers and functions delegated to the Group by the University Executive.
- 5.3 The Chair of the Group shall have a deliberative and a casting vote.
- 5.4 When the Group is inquorate, the members present may wish to continue with the business of the meeting, noting the discussions and comments raised. The absent member(s) may then be invited to provide comments for inclusion in the minutes. Where items require formal approval, the absent member(s) must be invited to provide comments and approval by correspondence. An item will be deemed approved when a quorate number of members have confirmed approval.
- 5.5 It is intended that decisions are normally reached by consensus following a full debate. There are no occasions stipulated which require a formal vote. Therefore, the Chair will normally seek agreement to the proposal in question, and only call for a vote either if there is a clear expression of dissent or if it is a matter of particular significance.
- 5.6 A member participating in a meeting remotely by way of audio-visual conferencing or other means which enables that member to communicate with each of the other members simultaneously shall be accounted for as being present and shall be included in the quorum.

6 Chair

- 6.1 The Chair of the RMG shall be the Vice-Principal & Provost.
- 6.2 In the absence of the Chair, the Deputy-Chair will act as the Chair.
- 6.3 In the absence of the Chair and Deputy-Chair, an interim Chair nominated by the Chair will be allowed.

7 Frequency of Meetings

- 7.1 The RMG will normally meet on a fortnightly basis.
- 7.2 Additional meetings may be held in order to meet business requirements at the request of the Chair.

8 Attendance at Meetings

- 8.1 The following are normally expected to be in attendance at meetings:
- i) the Director of Strategic Planning, Performance and Projects or nominee; and
 - ii) the Clerk.
- 8.2 Representatives of Finance, HR, SPPP Estates & Facilities and other relevant units may be asked to attend when appropriate.

9 a) Reserved Business

- 9.1 There may be occasions when the Group's business is designated reserved and/or commercially sensitive. On such occasions, with the approval of the Chair, any persons in attendance may be asked to withdraw from the meeting during consideration of a particular reserved item of business.
- 9.2 The record of matters which the Chair and the Group are satisfied should be dealt with on a reserved basis will be recorded separately.

9 b) Conflict of Interest

- 9.3 Where it is identified that a member of the Group has a conflict of interest with respect to a given matter, the Chair may, on the advice of the Secretary, request that the member in question withdraw from participation in relevant business. Depending on the nature of the business, this may allow for participation in discussions without taking part in decision-making or may require complete non-participation and/or withdrawal from that part of the meeting.
- 9.4 All instances of identified conflicts of interest shall be recorded in the minutes.

10 Reporting Procedures

- 10.1 The Group will submit quarterly reports to the University Executive based on the Group's minutes, or more frequently if required. The Chair will approve the content of reports before release including the redaction of any information deemed necessary for reasons of confidentiality.
- 10.2 The Chair of the Group will report to the University Executive on any matters which the Group considers ought to be brought to the attention of the University Executive and on any matters requiring the approval of the University Executive.
- 10.3 Matters requiring approval of the University Executive will be highlighted within the Group's report.
- 10.4 The Group's records (agenda, papers, minutes) are included in the University's Freedom of Information Publication Scheme. Information will be readily accessible on request to members of the public under the terms of the Freedom of Information (Scotland) Act (FOI(S)A) with the exception of information which is deemed to be covered by a specific exemption under the Act.
- 10.5 Minutes and reports of the Group will denote those areas of reported business which are deemed to fall within the designation of information which is 'exempt' under the FOI(S)A.
- 10.6 The agenda, papers and minutes of RMG will be made available on Admin Control for review by all members of the University Executive

11 Forward Planning

- 11.1 The RMG will review its Terms of Reference and submit recommendations on these to the University Executive annually for approval.
- 11.2 The RMG will set its regular meeting dates one year in advance.

Supporting Information

Groups feeding into the RMG

The Space Management Steering Group

Effectiveness and lifespan

Lifespan ongoing. Effectiveness formally reviewed every two years.

Actions that may be taken by the RMG

The RMG may:

- Note
- Receive
- Consider
- Endorse
- Approve
- Recommend
- Reject

Minuting style

Minutes may be brief in style but must provide an auditable record of all decisions reached by the Group.

Resources

Secretary: University Secretary

Clerk: Mark Hamid

Meetings: Normally Fortnightly

Additional Information

Per the University Executive Terms of Reference, the University Executive may delegate elements of review and decision-making authority to any of its own boards and committees. Any delegated powers shall be referred to explicitly in the relevant board or committee Terms of Reference.

Per Ordinance B6

5.3 Delegated authority by the Court may not be further delegated by the delegate unless the Charter Article, Statute, Ordinance, Regulation, decision of the Court or policy detailing the delegated authority provides that it may be further delegated or the Court has given express approval of such sub-delegation.

There is no provision currently in the Financial Regulations for further delegation by the University Executive.

Per the [Financial Regulations](#), applicable extracts below:

S 36 Land, Buildings, Plant and Equipment

The purchase, sale or lease of land or buildings, or any other transaction within the University's Capital Plan, more than £250,000, should only be undertaken with authority from Court and with reference to Funding Council requirements where exchequer funded assets or exchequer funds are involved. However, Court has delegated its authority to the Finance Committee to approve the purchase, sale or lease of land or buildings and capital expenditure out with the Capital Plan for projects costing between £1m - £5m and to **University Executive for capital expenditure values of less than £1m. Court approval is required for projects more than £5m.**

Real Estate Transactions can be considered by RMG, but UE approval would be required (as will the other approvals required by s36)

S55 Capital Expenditure

Expenditure on acquisition of land, property, plant, equipment or other assets, including those that are identifiable but without physical substance (for example patents, trademarks, copyrights, business methodologies, etc.), whose cost of creation or acquisition exceeds £20,000 (including professional fees and VAT/GST) and where the asset is believed to have a life of more than one year and the accounting regulations permit, shall be deemed capital expenditure.

Specific written approval for the commencement of capital expenditure projects that have been included in the Court approved Capital Plan in Scotland and Dubai will be in accordance with the following schedule:

£20,000 to £100,000: with the prior written approval of the GCFO and the Vice-Principal or GCOO;

£100,000 to £1,000,000: with the prior minuted approval of the University Executive;

Capital Expenditure can be considered by RMG, but UE approval would be required above £100K

S60.5 Authorisation of purchase orders and contracts

Where expenditure commitments are established that commit beyond the Financial Year in which they are entered, the value of the commitment across financial years shall be aggregated when applying these limits.

There is no specific reference to UE, so spend up to £500k (The Finance Committee limit) can be approved by RMG.