

**Agenda for a meeting of the Central Management Group  
to be held at 10.30 am on Wednesday, 23 September 2009  
in the McEwan Hall, Reception Room**

- |  |  |                      |
|--|--|----------------------|
| <b>1</b>                               | <b>Minute of the meeting held on 17 June 2009 and 21 August 2009( by correspondence )</b>  | <b>A</b>             |
| <b>2</b>                               | <b>Matters Arising</b> <ul style="list-style-type: none"><li>• Utilities Devolution</li><li>• Convener of University's Research Ethics Committee</li></ul> | <b>B</b>             |
| <b>3</b>                               | <b>Principal's Business</b>  |                      |
| 3.1                                    | Principal's Strategy Group   | <b>C</b>             |
| 3.2                                    | Principal's Communications   |                      |
| 3.3                                    | Report on the Centre for International Public Health Policy (closed)`  | <b>D</b>             |
| <b>FOR DISCUSSION</b>                  |  |                      |
| <b>4</b>                               | <b>Financial progress update (closed)</b>  | <b>E</b>             |
| <b>5</b>                               | <b>Employment Statute</b>  | <b>F</b>             |
| <b>6</b>                               | <b>Contingency Planning – Pandemic Flu</b>   | <b>G</b>             |
| <b>7</b>                               | <b>EUCLID – update report</b>  | <b>H</b>             |
| <b>8</b>                               | <b>Timetabling Project - update</b>  | <b>I</b>             |
| <b>9</b>                               | <b>Policy on Dignity and Respect</b>   | <b>J</b>             |
| <b>10</b>                              | <b>Report from EPAG (closed)</b>   | <b>K</b>             |
| <b>11</b>                              | <b>2008/2009 Value for Money Report</b>  | <b>L</b>             |
| <b>FOR INFORMATION/FORMAL APPROVAL</b> |  |                      |
| <b>12</b>                              | <b>Management Accounts - one month to 31 August 2009 (closed)</b>  | <b>M</b>             |
| <b>13</b>                              | <b>Staff Committee</b> <ul style="list-style-type: none"><li>• Report from Staff Committee</li><li>• Revised Terms of Reference</li></ul>                  | <b>N</b><br><b>O</b> |
| <b>14</b>                              | <b>Report from Space Management Group</b>  | <b>P</b>             |
| <b>15</b>                              | <b>Security Advisory Group – Annual Report</b>   | <b>Q</b>             |
| <b>16</b>                              | <b>Health and Safety Report</b>  | <b>R</b>             |

- |           |  |          |
|-----------|--|----------|
| <b>17</b> | <b>VP Contingency Fund (closed)</b>  | <b>S</b> |
| <b>18</b> | <b>Proposal to Establish a Chair of Paediatric Clinical Neuroscience in the School of Clinical Sciences and Community Health</b> | <b>T</b> |
| <b>19</b> | <b>Any Other Competent Business</b>  |          |
| <b>20</b> | <b>Date of next meeting</b>  |          |

Wednesday, 18 November 2009 at 10.30 am in the Raeburn Room, Old College.

Central Management Group



Wednesday 17 June 2009

MINUTE

Present:  
The Principal  
Vice-Principal Professor S Chapman  
Vice-Principal Professor M Bownes  
Vice-Principal Professor N Brown  
Vice-Principal Professor J Haywood  
Vice -Principal Professor S van Heyningen  
Vice-Principal Professor S Hillier  
Vice-Principal Professor D Hounsell  
Vice-Principal Professor A McMahon  
Vice-Principal Professor L Waterhouse  
Mr M D Cornish  
Mr N A L Paul

In attendance:  
Mr I Conn  
Dr A R Cornish  
Mr A Currie  
Mr J Gorringe  
Ms S Gupta  
Mr D Waddell  
Mr L Golightely (on behalf of Vice-Principal Professor Sir John Savill )  
Ms K Bowman (for item 7 only)  
Dr K J Novosel

Apologies:  
Vice-Principal Mr Y Dawkins  
Vice-Principal Professor R Kenway  
Vice-Principal Professor Sir John Savill  
Dr D B Nelson

*Closed items shown in italics*

**1 MINUTE OF THE MEETING HELD ON 26 MAY 2009**

**Paper A**

The Minute of the meeting held on 26 May 2009 was approved as a correct record.

CMG noted that this would be the last meeting attended by Vice-Principal Professor Chapman and wished him well in his new role and thanked him for all his work on this Group and across the University.

**2 MATTERS ARISING**

• **Nomination of CMG member on F&GPC**

CMG agreed to recommend to Court the appointment of Vice-Principal Professor April McMahon as the CMG nominee on the F&GPC with effect from 1 September 2009 for as long as she holds the planning and resources portfolio.

### **3 PRINCIPAL'S BUSINESS**

#### **3.1 Principal's Strategy Group**

**Paper B**

CMG noted the establishment of an Admission and Recruitment Executive to be convened by the Director of Student Recruitment and Admissions. Discussions had commenced on how to take this group forward; it was important to have accurate student data and the Colleges and the Directors of SRA and Planning would liaise to achieve a consistent approach across the University.

#### **3.2 Principal's Communications**

The Principal reported on a number of matters including: the merger of the UK Government's Department for Innovation, Universities and Skills and the Department for Business, Enterprise and Regulatory Reform to form the new Department for Business, Innovation and Skills to be headed by the Business Secretary, Lord Mandelson; the demonstrations and press coverage on the future provision of modern languages which offered a timely reminder of the need for effective internal communications particularly where staff posts were involved; current issues on pensions particularly the USS scheme, the discussions at F&GPC and the recommendation to Court to establish a group of lay members to take this forward; and the significant issues around the issuing of visas.

### **FOR DISCUSSION**

#### **4 FINANCIAL PLANNING 2008/2009 - UPDATE (CLOSED)**

**Paper C**

*CMG noted the following: financial scenario planning had commenced; the increased number of ER/VS cases now submitted and the anticipation that all the allocated central budget may now be required; the implications of USS's publication of a statement to its members; and possible future capital programme funding issues.*

*The current situation with USS and the potential impact on the University's SBS pension scheme was also noted. CMG agreed that HR should take the lead on providing information to staff on pension issues, taking advice from Finance and the University Secretary. All significant communications to staff on pension matters required to be approved by the University Secretary and the Director of Communications, Marketing & External Affairs prior to release. CMG further considered it would be helpful if a statement could be prepared by HR for USS members and if the information already circulated to HR managers on these matters could also be circulated to CMG members.*

#### **5 EUCLID – UPDATE (CLOSED)**

**Paper D**

CMG noted and was satisfied with progress date. It was clear from discussions with Colleges, Schools, Support Groups and Registry that some of the current systems would require to be maintained/upgraded outside the EUCLID project. There would, therefore, need to be close scrutiny to ensure that a range of different solutions were not implemented across the University to address the difficulties envisaged as a result of the re-scoped project.

The finalisation of the detailed re-scoped project plan was noted and that work was

continuing to reconcile the budget allocation for 2009/2010 with the previously identified resource requirements for the project. CMG welcomed the current understanding that staffing reductions were achievable through voluntary processes.

**6 REPORT FROM ESTATES ADVISORY GROUP MEETING HELD ON 29 MAY 2009 (CLOSED) Paper E**

CMG endorsed all the recommendations contained in the items listed on the coversheet particularly welcoming that the next phase of the Library project had now been endorsed. It was noted that following the acceptance of two further tenders and expenditure adjustments on already agreed projects the forecast spend on the approved capital programme had been revised with capital expenditure this year being less than previously anticipated. As previously intimated the financial scenario planning underway would include capital expenditure given the current uncertainties on future capital funding.

As there were differing views on the appropriate way forward in respect of the proposed Graduate Centre, CMG agreed that Vice-Principals Bownes and Hillier should prepare a paper for consideration at the next meeting of PSG and that Vice-Principals Bownes and Hillier should also take forward the consultation process with students; recognising that this may be difficult given it was now the end of the academic year.

**7 PROCUREMENT IN THE UNIVERSITY Paper F**

CMG agreed to recommend to F&GPC and to Court adoption of the Scottish Government's Procurement Handbook, and of the APUC's Procurement Manual for Universities and Colleges and to approve the revised internal procurement controls. It was noted that these actions were required in order for the University to be compliant with European Union and Scots Law; procurement being defined as acquisition of goods, services and works from third party with or without a formal contract. The Scottish Government was taking a particular interest in ensuring that the sector secured value for money and operated best practice in the area of procurement.

CMG further noted the suggestion to update the current Delegated Authorisation Schedule.

**8 HEADS OF SCHOOL AND THE REVISED UNIVERSITY COMMITTEE STRUCTURE Paper G**

CMG approved the proposal to establish a forum consisting of PSG members, Heads of Schools, and Chairs of the new Senate Committees to meet 2 or 3 times a year as a means of aiding communications with Heads of Schools on current topics: there was no desire to undermine the new Senate Committee structure. There was also support for the new Senate Committees to consider inclusion of representative/s of Heads of Schools.

**FOR INFORMATION/FORMAL APPROVAL**

**9 MANAGEMENT ACCOUNTS FOR 10 MONTHS TO 31 MAY 2009 Paper H**

**(CLOSED)**

CMG noted the continuing improving position and the encouraging performance in respect of research income and expenditure, and tuition fees, cash and loans due.

**10 REPORT OF KNOWLEDGE STRATEGY COMMITTEE Paper I**

CMG noted the report and asked that there be appropriate discussion to ensure that the Estate Strategy and the IT Strategy were aligned. It was further noted that the model of combining IT provision and Library services was proving very successful.

**11 PGR RECRUITMENT TASKFORCE PROGRESS REPORT (CLOSED) Paper J**

The production of this document which detailed the range of activities being undertaken and performance management information was welcomed. It was suggested that a shorter executive summary should be prepared for external circulation and that the full document should be made available internally subject to any further comments.

**12 FEES STRATEGY GROUP: FEE RATES AGREED BY CORRESPONDENCE Paper K**

CMG approved the proposed 2009/2010 (Home/EU& Overseas) fee rate of £675 for a new pilot course entitled 'Developing as a Leader'.

**13 PROPOSAL TO ESTABLISH A CHAIR OF SYSTEMS BIOLOGY IN THE SCHOOL OF BIOLOGICAL SCIENCES Paper L**

CMG approved the proposal.

**14 DATE OF NEXT MEETING**

23 September 2009 at 10.30am in McEwan Hall Reception Room

If required there will be a meeting on Wednesday 19 August 2009 at 10.30am in the Raeburn Room, Old College

**Central Management Group**

**Friday 21 August 2009 (by correspondence)**

**1 UTILITIES DEVOLUTION Paper A**

It has been agreed to discuss this matter further at the next meeting of CMG.

**2 PROPOSED INTRODUCTION OF NAME: EDINBURGH SCHOOL OF ARCHITECTURE & LANDSCAPE ARCHITECTURE (ESALA) Paper B**

CMG approved the proposal.

The University of Edinburgh

Central Management Group

23 September 2009

**Utilities Devolution Implementation – Communication Plan**  
(Originally circulated for consideration by correspondence on 21 August 2009)

Brief description of the paper

The Utilities Devolution Project approved by USG, EPAG and CMG is now at the stage where consumption reports are ready to be issued at School and planning unit level. A database comprising information collected from automatic meters and input from supplier billing meters is now populated sufficiently to provide historic as well as on-going monthly utility consumption on a building-by-building basis.

It is intended that sharing information about utilities consumption with Schools and planning units will provide them with ability to contain unnecessary waste, reduce local and corporate carbon footprint and contribute to the University's evolving social responsibility agenda. The allocation of a budget supplement in August 2010 to each School / Planning Unit will provide an opportunity for these cost centres to achieve and retain savings during the Academic Year 2010-2011 and to further reduce the University's environmental impact.

This paper sets out a Communication Plan for the implementation of this project. This details the stages intended to promote knowledge of the project across a much wider University community. These are programmed to coincide with issue of first reports of historic consumption and actual monthly consumption. Details of how the scheme is to be applied are also included as an Appendix 1 and members of the Utilities Steering Group that has overseen this work are listed at Appendix 2.

Action requested

CMG is invited:

1. to **note** the progress with the metering infrastructure and software development
2. to **approve** the implementation timetable outlined in the Utilities Devolution Communication Plan.

Resource implications

Does the paper have resource implications? **Yes** – Schools and Planning Units will in due course be allocated budgetary control of the utilities consumed in the space they occupy. There will be some impact on Schools and Planning Unit staff in managing budgets but this should be more than offset by the potential for realising savings through better local management of resources.

Risk Assessment

Does the paper include a risk analysis? **Yes** – The main risk is that Schools and Planning Units fail to actively engage in the process and do not realise the opportunities for savings locally and corporately. This Communication Plan is set to promote benefits of active participation.

Equality and Diversity

Does the paper have equality and diversity implications? No

Freedom of information

Can this paper be included in open business? Yes

Originator of the paper

David Barratt, Engineering Operations Manager,  
Estates & Buildings, 10 August 2009



## **Utilities Devolution Project: Project Communication Plan**

### **Summary**

The following paper sets out a Communication Plan that will be used to progress the Utilities Devolution Project from the issue of the first consumption reports through to the completion and the routine issue of annual budget supplements and monthly consumption and cost reports. Table 1 identifies the major remaining milestones, particularly as they impact on the wider University community.

Further information and details of how the scheme is to be applied are included at Appendix 1.

Members of the Steering Group that has overseen the development of the project are listed at Appendix 2.

### **Background**

The University seeks to progressively reduce the environmental impact of its activities and to minimise unnecessary waste of natural and human resources. A project for sharing information about utilities consumption with Schools and planning units will enable them to contain unnecessary waste, reduce local and corporate carbon footprint and contribute to the University's evolving social responsibility agenda.

An allocation of a utilities budget supplement in August 2010 to each School / planning unit will provide an opportunity for these cost centres to achieve and retain savings during the Academic Year 2010-2011 and thereafter – and to further reduce the University's environmental impact.

### **Communicating the Utilities Devolution Plan**

The Utilities Devolution Project approved by USG, EPAG and CMG is now at the stage where consumption reports are ready to be issued at School and planning unit level. A database comprising information collected from automatic meters and input from supplier billing meters is now populated sufficiently to provide historic as well as on-going monthly utility consumption on a building-by-building basis.

In the first year (2009-10) reports will be provided to each School / planning unit identifying the utilities consumptions associated with their occupation of space as registered and updated each summer by School / Planning Unit Space Reps. The accuracy of this data lies with them as they provide an annual return on their occupied space for the coming year.

In August 2010 a utilities budget will be transferred to School / Planning Unit level calculated on the consumption multiplied by the unit cost for each utility. From 2010-2011 the centre will bear any risk in tariff changes and the School / Planning Unit will benefit from – or bear the cost of – any changes in actual consumption. In 2010-11 the consumption reports will be accompanied by a formal financial transaction each month drawing down the allocated funds.

### **Risks and mitigating actions**

The main risk is that Schools and Planning Units fail to actively engage in the process and do not realise opportunities for savings locally and corporately. This Communication Plan is set to promote benefits of active participation.

Specific risks include the space database not being correctly updated for occupied space within a building allocated to appropriate School / Planning Unit. This can be mitigated by accurate updates / returns being submitted each June by the nominated Space Reps.

Consumption data may not be accurately recorded or allocated against the correct building. This risk is being mitigated by use of an Energy Monitoring & Targeting (M&T) database called Optima – developed for use by large companies with many sub-units. It is increasingly being used in the HE sector to facilitate utilities devolution projects.

Meter mis-allocation may occur giving rise to wrong totals for a building. This concern is being addressed during the second half of 2009 when all main supplier meters and the downstream sub-meters will be fully reconciled to ensure no leakage from the system / no double counting of flows being recorded.

**Table 1: Utilities Devolution Project – Communication Plan Timetable**

<b>Action</b>	<b>Stakeholder</b>	<b>Date</b>	<b>Comment</b>	<b>Status</b>
Progress report on automatic metering and utilities database	Utilities Steering Group	June 2009		Complete
Meet with College and Support Group finance staff for initial evaluation of proposals	Finance Officers	June 2009	Feedback received and provided to USG	Complete
Advice / report to CMG	Project Team	August 2009	Communication Plan	This doc
Develop details of scheme description	Project Team	August 2009	Update Scheme Proposal	Attached
Meet with senior managers in Colleges and Support Groups	CMVM, CSE, CHSS, SG's	Early September	Individual meetings with each College and Support Group.	
Issue briefing and annual consumption profile report, an August user consumption / cost report and background paper.	All Schools and planning units	Mid-September 2009	Reports to each School and Planning Unit via e-mail (approx 60 off)	
Report back to Utilities Steering Group	Utilities Steering Group	7 <sup>th</sup> October 2009		
Issue September user consumption/cost report	Project Team	Mid-October 2009		
Road-show to Schools and planning units	All Schools and Planning Units	October 2009	To address any queries arising from local staff monitoring the reports	
Issue October user consumption/cost report	Project Team	Mid-November 2009		
Communication to all staff	Project Team	December 2009	Via Communications and Marketing	
Communication to all students	Project Team	December 2009	Via Communications and Marketing	
Issue preliminary consumption profile for 2010-11 with estimated cost projections	Project Team	January 2010		
Adjust consumption profiles following Space data returns and issue to Schools & planning units	Project Team	July 2010		
Transfer utilities budget as a budget supplement to each School / planning unit	E&B Financial Accountant	August 2010		
Issue live consumption & invoice to Schools and Planning Units		September 2010		

## **Appendix 1: Devolved Utilities Budget Scheme**

### ***Introduction***

The devolvement of utilities budgets has progressed through the meter data acquisition and administration phases and is now at a stage where the implementation phase is to begin. This will include the issue of reports to advise historic annual consumption and costs as well as the monthly issue of actual consumption and costs.

This phase will run in parallel to current arrangements for utilities and is intended to familiarise staff in Colleges, Support Groups, Schools and Planning units with the logistics and detail of the Devolved Utilities Budget scheme.

### ***Background***

- Estate Strategy Paper 2005-2015 section 4.2.8 – “initiation of a project to consider devolution of utility costs”
- Estates Advisory Group (EPAG) 1/5/2008, Paper 9 - Update on the Utilities forecasts and the Devolved Budget project
- Utilities Steering Group (USG) – various progress reports
- Central Management Group – paper August 2009 to reaffirm commitment to the implementation phase of the project.

The Utilities Steering Group (USG) requested in 2006 that all utility costs should be allocated to School or equivalent level to introduce greater local accountability for energy use. The Energy and Sustainability Office (ESO) has progressed the three parts of the Utilities Devolution Project throughout the University:

1. Collection of utilities information, Automatic Meter Reading (AMR)
2. Budget allocation
3. Reporting monthly information.

### ***Devolution Project Objectives***

The objectives of the devolution project are:

- Behavioural change driven by informing schools and planning units of utility costs.
- Overall reduction in utilities consumption and carbon footprint.
- Using this information when decisions are made on equipment procurement, operation and maintenance to reduce consumption and hence costs and carbon footprint.
- Opportunity to benefit from reduced costs as well as exposure to increased costs - this must be agreed and transparent
- Meter and record the energy consumption of more than 90% of the Universities buildings

### ***Monitoring and Targeting System***

The main features of the Energy Monitoring and Targeting (M&T) system are:

- Comprehensive coverage of new and existing of utility meters
- Importing of automatic meter reading data from meters throughout the estate
- Data warehouse of utilities consumptions and utility company charges
- Validating invoices from suppliers
- Setting targets for each building
- Ability to apportion space to Planning Units and Schools
- Setting budgets for Planning Units and Schools
- Report on consumption and cost per building for each Planning Units and School
- Provide invoice data in electronic format for uploading into Universities financial system for the production of eIT's or equivalent
- Management reports for Estates Management Statistics, Carbon Trading, Energy Performance Certificates etc
- Exception monitoring to identify faults and leaks.

### ***Benefit Analysis***

The University seeks to maintain its position as an environmentally sustainable institution, and to ensure that the needs of the academic community for a high quality estate are met in the most cost effective manner. The Utilities Policy 2003 targets the reduction of absolute CO<sub>2</sub> emissions by 40% by 2020 against the 1990 base. This is currently being reviewed as part of a Carbon Management Programme.

Consultants advise that the university as a whole can expect savings of between 5% and 10% on our utilities bill that is forecast to be £10million for 2009-10 – leading to expected annual savings in excess of £500k and carbon savings of the order of 1,000 tonnes.

### ***Automatic Meter Reading***

Meter installations and data collection infrastructure is now in place for the great majority of existing buildings with new buildings being added as they are completed. Meter data is collected over the University data network and radio links to central databases installed on IS servers. The Monitoring and Targeting (M&T) software is in place and installed and meters are mapped to buildings. Within this software, Schools and planning units are allocated accounts and trial billing is under way.

### ***Devolved Budget System Operation***

#### **a) Utilities Breakdown**

Utility costs and consumptions will be determined and reported at School and planning unit level for the following;

- Grid Electricity plus CHP
- Gas
- Water services
- Heat
- Cooling

#### **b) Occupied Area**

The floor areas assigned to Schools and Planning Units will be used in the utilities devolution process as currently held within the EBIS database. This information is subject to an annual review by the E&B Space Manager as part of the annual space audit with School and Support Group representatives that already captures any changes in space allocation.

Within each building, all assigned space will be totalled and individually assigned space allocations are used to apportion the building consumption to each School and/or Planning Unit. This data will be subject to an annual audit – these changes will take effect only once each year.

### ***Devolved Budget Setting***

An initial annual budget will be issued in January based on the consumption of the previous two calendar years to align with the University budgets allocation process. This will be subject to minor amendment in the following July/August to reflect any changes in the space data. The budget will not be altered during the financial year and will be based on the expected consumption calculated from:

- A rolling 2 years of historical consumption data
- Correction for variations in the weather based on published degree day data over a rolling 5 year period – where appropriate (eg heating utilities)
- Although the data will be normalised for average weather it must be anticipated that natural patterns in the winter weather will result in corresponding heating utility consumption variations. Schools and Planning Units will be expected to absorb these. Monthly reports will inform Planning Units and Schools of consumption against budget – the effects of a mild or severe winter will be apparent by the end of the second quarter.

The “rolling 2 years of historical consumption data” period has been chosen as a compromise between smoothing out budget variations and reflecting changes within the building within a reasonable time frame.

### ***Budget Calculation***

The M&T software uses the EBIS list of buildings to collect metering data and determine the buildings consumption either by direct meter readings or by calculation based on gross internal area (GIA). It should be noted that some parts of our estate are not metered for some utilities (it would be disproportionately expensive to do so) and some apportionment will be necessary.

Where changes to the building stock (such as those listed below) are due to take effect part way through the next financial year, the Utilities Team should be informed before the previous July so that a revised budget and consumption target can be calculated.

- New Building or total refurbishment: E&B will retain responsibility for utilities consumption for the 12 months following Practical Completion and up to the start of the next financial year
- Extension of more than 25% of existing area
- Change of use of a building which will significantly alter the energy consumption – this is anticipated to be where utility changes in excess of £5,000/annum are anticipated
- Change of supply – e.g. where the heating is changed from electricity to gas etc
- Vacation and Closure of buildings
- Sale of Buildings
- Handing back of space and mothballing of space.

It is recommended that any changes to the budget or target apply from the start of the next full financial year from the date that the change is notified.

### ***Building Data held in Optima***

The building data held within Optima will be provided by EBIS. There will be two sets of building data held within Optima which are general building details and assigned occupied floor areas. It is proposed that the general building details will be changed annually and incorporated within the next annual budget. New buildings will be entered on an ad-hoc basis when advised from the EBIS team but will be subject to the terms of the Budget Calculation above.

### ***Annual Utility Unit Price***

To enable the correct components of the current utilities budget to be included in the devolved budget process an agreement on calculating the unit price per fuel is required. The unit price of each fuel will be based on an average unit price which will include all supply point costs including fixed cost, standing charges, infrastructure charges, unit costs, Climate Change Levy, green energy premium and VAT.

All properties will be charged at the same unit rate and this rate will apply for a full financial year.

### ***Apportionment and Calculating Costs and Consumptions***

The way that buildings are metered for utility consumptions is varied and a single method of calculation cost and consumptions will not cover all situations. It is proposed that costs and consumptions should be calculated using either metered data or on allocated floor area depending on the building metering system installed. In some buildings it may be necessary to use a combination of both methods to calculate costs and consumptions. See Appendix A.

### ***Devolved Budget Invoices***

It is anticipated that EIT's are to be initially issued at College and Support Group level. These comprise six operating units and this could be achieved manually on a monthly basis. These would be accompanied by reports that would include rolled up data on consumption and cost for each School and Planning Unit for each utility supplied as a report from Optima. Individual supporting reports would be issued electronically.

Optima can issue data in an electronic format for uploading directly into the University's financial system. After an initial period of devolved budget billing at College and Support Group level, it would be possible to use Optima data output direct to issue an eIT to the School / Planning Unit budget holder for authorisation.

It is proposed that the following data should be included on the reports:

- Budget Holder
- Cost Centre
- College, Support Group, School
- Period covered
- Fuel type
- No of units of fuel used in the period
- Unit cost of fuel
- Net Cost
- VAT and rate
- Total cost invoiced

### **Devolved Budget Reports**

A report will be issued in August each year showing consumption targets and the utility budget for that year to each College, Support Group and School. It is proposed to provide this report to budget holders and it will provide anticipated monthly breakdown of the total consumptions and estimated cost for the areas occupied by the School / Planning Unit. This report will show the following;

- School / Planning Unit
- Period Covered
- Fuel type
- Consumption per building occupied
- Cost per unit
- Net cost
- VAT and rate

A monthly report showing the cumulative position from the start of the financial year will be produced showing the following

- School Planning unit
- Period Covered
- Fuel type
- Actual Consumption
- Target Consumption
- % Difference Actual V budget Consumption
- Actual Cost
- Budget Cost
- % Difference Actual V Budget Cost

Additional reports can be developed as the Devolved Budget system evolves.

### **Appendix 2: The Utilities Steering Group**

Nigel Paul	Director of Corporate Services (Convener)
David Barratt	Engineering Operations Manager, Estates & Buildings
Liz Beattie	Assistant Director, Accommodation Services
Trish Cairney	Head of IS Facilities & Estates, ISG
Angus Currie	Director of Estates & Buildings
Roy Dawkes	College of Medicine & Veterinary Medicine
Jon Gorringe	Director of Finance
Dr Andy Kerr	Edinburgh Climate Change Centre / School of GeoSciences
John Leishman	Depute Director Estates & Buildings
Dr Craig Mackenzie	Business School / ENDS Carbon project
Dr John Martin	College of Science & Engineering
Moira McFarlane	Management Accountant for E&B, Finance Department
David Somervell	Sustainability Adviser, Estates & Buildings
Andrew Whitson	Utilities Manager, Estates & Buildings

23 September 2009

**Principal's Strategy Group Meeting  
12 August 2009**



*Amongst the items discussed were:*

**1. Financial Arrangements for the Business School**

PSG considered a paper submitted by the Business School proposing an alternative financial regime for the School in order to support its transitional to a world class facility. The Group noted that the Business School is in a unique position within the University, operating within a very different market and with a different client base to other Schools.

Members acknowledged that the move to an alternative financial model for the Business School would involve a significant amount of work for a number of colleagues, and would require a certain amount of goodwill on their part. However, it accepted that a revised financial model is a necessary step if the Business School is to progress in the way the University would wish it to. The Group was therefore supportive of the School's proposal to embark upon detailed design work with the various relevant University units.

**2. Our Changing World**

PSG discussed a proposal presented by Professor Gareth Leng for an ambitious new cross-College first year course which would aim to engage all of our first year UG students in the global challenges facing society. PSG agreed that it would be useful to have options appraisal conducted and a set of options produced to enable it to give further consideration to the proposed course. It gave Professor Leng a mandate to establish a small working group comprised of a supportive Head of School from each College, a relevant representative from each Support Group and Dr Con Gillen of the Office of Lifelong Learning, in order to consider the possible options. It also advised that the proposed programme should be brought to the autumn meeting of the Senatus Academicus for its consideration.

**3. ESRC Graduate School**

The Head of the College of Humanities and Social Science updated PSG on recent plans to establish a single Scotland-wide bid for a Doctoral Training Centre.

**4. AOB**

**(i) NSS**

PSG briefly discussed the outcome of the 2009 NSS, the results of which had recently been published. The Group noted that Vice Principal Hounsell would shortly be instigating plans to improve the University's position and that these will require Schools to look at all aspects of their performance and to develop a plan of action for future improvement. The NSS outcome would be the subject of further discussion at the next meeting of the Senatus Academicus.

**Principal's Strategy Group Meeting  
8 September 2009**

*Amongst the items discussed were:*

**1. Report of the Review of Teaching and Learning Support**

PSG discussed the recommendations made in a confidential report on the review of teaching and learning support which had been carried out over the course of two days in early June. The Group was broadly supportive of the recommendations and acknowledged that there was scope for better integration of learning and teaching relating activities across the University. It was agreed that the next step should be wider consultation with interested colleagues across the University, including via discussion at Senate and other relevant University committees.

**2. Strategy for 2010/11 Intake Targets**

In light of substantial over-recruitment this year, the Group discussed and agreed a strategy for 2010/11 for the recruitment of full-time home/EU UGs in the non-controlled funding subject areas intended to bring the total non-controlled population much closer to the SFC funded numbers.



The University of Edinburgh

Central Management Group

23 September 2009

## **Finance Update**

### Brief description of the paper

The paper summarises the latest actions being taken to maintain the University's financial stability.

### Action requested

The Group is asked to note the content and approve the approach being taken.

### Resource implications

Does the paper have resource implications? Yes

As detailed in paper.

### Risk assessment

Does the paper include a risk assessment? Yes

As detailed in paper.

### Equality and diversity

Does the paper have equality and diversity implications? No

### Freedom of information

Can this paper be included in open business? No

Its disclosure would substantially prejudice the commercial interests of any person or organisation

For how long must the paper be withheld? 2 years

### Originator of the paper

Jon Goringe, Director of Finance  
16. September 2009

The University of Edinburgh

Central Management Group

23 September 2009

**Proposed repeal of the Commissioners' Ordinance and Promulgation of a new Ordinance on the Employment of Academic Staff**

Brief description of the paper

Attached is a draft paper for the University Court proposing the replacement of the present "Commissioners' Ordinance" with simplified arrangements which are consistent with current employment law and regulation, and good practice, and which are adaptable should there be future changes in the law, regulation or recognised good practice. The opportunity to consider so doing arises from a recently announced policy statement by the Scottish Government.

Action requested

CMG is asked to consider the proposals made and commend them to the Court.

Resource implications

Does the paper have resource implications? No

Risk assessment

Does the paper include a risk analysis? No

The University currently runs significant risk of adverse outcomes to employment situations because the commissioners' Ordinance is not fully compliant with the current law or good practice, and is inflexible.

Equality and diversity

Does the paper have equality and diversity implications? Yes – in the sense that good employment practices will encourage equality and diversity.

Freedom of information

Can this paper be included in open business? Yes

Originators of the paper

Melvyn Cornish University Secretary  
Sheila Gupta Director of HR

# ***DRAFT***

University Court

19 October 2009

## **Proposed repeal of the Commissioners' Ordinance and Promulgation of a new Ordinance on the Employment of Academic Staff**

Members of Court will be aware that the employment arrangements for academic staff are governed by the Commissioners' Ordinance" [formally the University Commissioners (Statute Modifications) (University of Edinburgh) Order 1992 (No 2700)], which derives from the 1988 Education Reform Act..

The intention behind introduction of the Ordinance was to regulate dismissal, disciplinary and grievance procedures for academic staff, including giving universities powers, which were thought not to have previously existed, to make academic staff redundant, all within a context of the protection of 'academic freedom'. The Court extended its cover to include 'academic related staff', a categorisation which was discontinued as a consequence of the 'Pay and Reward Modernisation' exercise undertaken some four years ago.

The concept of 'academic freedom' was not formally defined in the Ordinance, but in practice it was covered by the following extract:

*"This Ordinance and any Regulation or Resolution made under it shall be construed in every case to give effect to the following guiding principles, that is to say: to ensure that academic staff have freedom within the law to question and test received wisdom and to put forward new ideas and controversial or unpopular opinions without placing themselves in jeopardy of losing their jobs or privileges."*

The provisions of the Ordinance have long been recognised as being cumbersome and not conducive to effective and efficient staff management in a modern academic context. Moreover some of the provisions are inconsistent with current employment law and regulation, and with recognised good practice which the University wishes to follow and Employment Tribunals expect to be followed. Future changes to employment law or regulation would compound the difficulty of implementing the Ordinance provisions.

There has been a long standing wish to secure repeal of the Commissioners' Ordinance so as to enable the University to exercise modern flexible staff management and to enable its policies and procedures to remain compliant with best practice and the law. Hitherto there has been strong resistance from the Universities and College Union to such change, and the necessary support from ministers, who would need to advise the Privy Council on any change to the Ordinance, has not been forthcoming.

The situation has now changed. Following joint work by the eight older Scottish Universities who are affected by these issues (most recently chaired by the University Secretary) and in particular the University of Stirling's recent successful efforts to secure revision of its Charter, the Cabinet Secretary for Education and Lifelong Learning has announced new Scottish Government policy. In a letter to Principals dated 2 July the Cabinet Secretary states the Scottish Government's policy in regard to these matters. There are two key points<sup>1</sup>:

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<sup>1</sup> These points are expressed in the letter in terms which relate to the University of Stirling's amendments to its Charter: they are expressed here in terms which relate to Edinburgh's situation, where our governance is by means of Ordinances approved within the framework set out in the Universities (Scotland) Act 1966. The full letter from the Cabinet Secretary is available on request.

- i) Acceptance that the appropriate way forward is for detailed provisions in regard to employment of academic staff to be covered by regulations made by the Court, after consultation with recognised trades unions, with the Court being empowered to do so by a new Ordinance: this would take the regulations outwith the control of the Privy Council; and
- ii) A requirement that the new Ordinance should explicitly recognise a commitment to academic freedom.

This mirrors the emerging position south of the border, where a number of universities have secured changes to their Charters and Statutes which are equivalent to the changes now secured by Stirling and proposed at this University.

Following consultation with our employment lawyers, it is now proposed that the Court should take advantage of the new policy environment and seek to repeal the Commissioners' Ordinance and replace it with a much simpler Ordinance which continues to protect academic freedom, but otherwise gives the Court authority to make arrangements for academic staff discipline, dismissal (including redundancy) and grievances as it considers appropriate within the law and in compliance with good practice. Court is already free to make equivalent arrangements for other categories of staff and has done so.

A first draft of the suggested Ordinance is attached. If Court is content with it, the statutory eight week consultation process will commence on 20 October, and the intention would be to bring any comments received and a final draft to the 14 December meeting of Court for final endorsement. It would then need to be submitted to the Privy Council for approval. The statutory consultation would be with the General Council, the Senatus and the relevant trades unions as recognised representatives of the University's staff. Informal consultation with the unions has already commenced, in the spirit of partnership working to which both sides are committed.

When the revised Ordinance is approved, it will be necessary to have in place procedures (i.e. the regulations) for dealing with the employment issues currently covered by the Commissioners' Ordinance. We shall seek to bring these forward for Court's approval as quickly as possible, following consultation with the trades unions. If it proves not to be possible to do so before the Privy Council approves the new Ordinance, it will be proposed that Court should adopt as regulations the procedures currently set out in the Commissioners' Ordinance until such time as new regulations are agreed.

The Universities of Glasgow and St Andrews are pursuing a very similar approach, and it is the intention, if the three Courts agree, that we should submit our Ordinances simultaneously to the Privy Council, with the wording as closely aligned as our individual circumstances permit. The other 'ancient' University, Aberdeen, is pursuing a different approach. Three of the newer pre-1992 Universities, Heriot Watt, Strathclyde and Dundee are understood to be pursuing equivalent changes to their Charters based on the changes for which the fourth member of that group, Stirling, has recently received approval.

Some specific comments on the attached draft Ordinance follow:

Clause 2. The University Court has a statutory duty under the Further and Higher Education Act Scotland 2005 "to have regard to the desirability of ensuring" the academic freedom of academic staff and that the exercise of academic freedom by a member of the academic staff does not adversely affect the appointment held or any entitlements or privileges enjoyed. 'Academic freedom' is defined as including the freedom to hold and express opinion, question and test established ideas and received wisdom, and present controversial of unpopular points of view. Academic staff are those engaged in teaching, the provision of

learning, or research<sup>2</sup>. This clause recognises that duty and in fact provides a somewhat greater degree of protection than the 2005 Act requires.

Clause 4. This definition of academic staff is derived from the definition of staff covered by the academic freedom provisions in the 2005 Act – see above. It would in practice include postgraduate demonstrators, casual teaching staff and some others who are not ‘Professors, Readers, Senior Lectures or Lectures’. This casts the net somewhat more widely than might be considered ideal, but we are bound by the 2005 Act. Therefore the intention is that the regulations to be made under the new Ordinance would include the same straightforward procedures for discipline, dismissal, redundancy and grievances for all such staff, but with additional procedures to be added where there is a claim that the matters under consideration or investigation relate to the exercise of academic freedom (with the scrutiny of such a claim to be part of those procedures).

Clause 5. This gives the Court freedom to implement the new Ordinance at a time of its choosing, enabling some flexibility according to the state of preparation of the new regulations at the time of approval of the Ordinance by the Privy Council.

**Court is invited to endorse the approach set out above and comment on the draft Ordinance.**

Melvyn Cornish  
Sheila Gupta  
September 2009

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<sup>2</sup> Summary of provisions of Section 26 of the 2005 Act.

ORDINANCE of the UNIVERSITY COURT of the UNIVERSITY OF EDINBURGH  
No. XXX  
(EMPLOYMENT OF ACADEMIC STAFF)

At Edinburgh, the xx day of xxxxxx, Two Thousand and Nine.

WHEREAS the University Court of the University of Edinburgh deems it expedient to amend the powers and functions of the University Court of the University of Edinburgh in relation to the employment of academic staff;

And WHEREAS the University Court wishes its employment practices to comply with current and future legislation and regulation and with recognised good practice;

And WHEREAS the University Court recognises its obligations in regard to the desirability of ensuring the academic freedom of academic staff as provided for in Section 26 of the Further and Higher Education (Scotland) Act 2005:

THEREFORE the University Court of the University of Edinburgh in exercise of the powers conferred upon it by section 3, and paragraph 1 of Part I of Schedule 2 to, the Universities (Scotland) Act 1966 and of all other powers enabling it in that behalf, statutes and ordains:

1. The University Court may, from time to time, prescribe in regulations such matters relating to the employment of academic staff as it deems appropriate.
2. This Ordinance, and any regulations made under this Ordinance, shall be construed in every case to give effect to the guiding principle that academic staff employed by the University shall have freedom within the law to hold and express opinion, to question and test established ideas and received wisdom and to present controversial or unpopular points of view without placing in jeopardy the appointments they hold or any entitlements or privileges they enjoy.
3. The University Commissioners (Statute Modifications) (University of Edinburgh) Order 1992 (S.I. 1992/2700) is revoked.
4. "Academic staff" means any person holding a contract of employment with the University as a Professor, Reader, Senior Lecturer or Lecturer of the University and any other person holding a contract of employment with the University with teaching or research duties in the University.
5. This Ordinance shall come into force after its approval by Her Majesty in Council on a date to be determined by the University Court.

IN WITNESS WHEREOF these presents are sealed with the Common Seal of the University Court of the University of Edinburgh and subscribed on behalf of the Court in terms of the Requirements of Writing (Scotland) Act 1995.

Member of the University Court

Secretary

The University of Edinburgh

Central Management Group

23 September 2009



**Report to Central Management Group  
on Pandemic Influenza Preparedness**

Brief description of the paper

This Paper summarises the current state of play as regards the University's pandemic flu planning and preparedness, covering planning prior to April 2009, the advent of H1N1 Mexican Swine Flu and the declaration of a world wide pandemic, and the ongoing management of this public health issue within the University, as the pandemic develops. The University's role in assisting Scotland's other Universities and Colleges with pandemic flu preparedness is also noted.

Action requested

CMG is invited to note the content of this report, as reassurance that the University's preparedness for this public health issue is satisfactory, and will evolve appropriately.

Resource implications

No direct resource implications are contained in this report.

Risk Assessment

None.

Equality and Diversity

No particular issues raised.

Any other relevant information

None.

Freedom of Information

This paper can be included in open business.

Originator of the paper

Alastair Reid, Director of Health and Safety,  
Nigel Paul, Director of Corporate Services

14 September 2009

# **Report to Central Management Group on Pandemic Flu Preparedness**

## **Introduction**

In response to growing concerns in the disease epidemiology and public health arenas, the University of Edinburgh began planning for a flu pandemic in 2005/06, when the Avian/Pandemic Flu Working Group was instituted, under the convenorship of the Director of Corporate Services (DoCS).

As the Group's name suggests, concern was at that time focussed upon the potential for the world's next influenza pandemic to result from mutation of the virulent H5N1 avian flu strain, which was causing serious morbidity and mortality in the Far East, and was perceived as the most likely candidate. An Academic Impact Group was also set up, under the convenership of a Vice Principal, to assist Senate to look at the potential for disruption to the University's teaching and examinations.

The DoCS identified the Director of Health and Safety (DoH&S) as having a key role in leading on pandemic planning, in liaison with colleagues across Corporate Services Group, and all other Support Groups and Schools. Planning has always been on the basis of "business as usual", so far as that is practicable, with worst case scenarios considered as a long stop.

## **H1N1 Mexican Swine Influenza**

Preparedness was ramped up in April 2009, when the new H1N1 influenza strain emerged in Mexico, apparently causing multiple fatalities, and increased further when WHO declared a world-wide pandemic in June 2009.

The University's Pandemic Flu Plan was published, and an anti-viral strategy was also implemented, both of which have been publicly available on the Health and Safety www site for some time now. Communications on the main University www site have been kept to a minimum, with the bulk of the communications, which have grown out of the original plan and anti-viral strategy, being published on the Health and Safety www site. Access to comprehensive information, and links to other authoritative sources, are available at the link below, and on the pandemic flu channel in MyEd: <http://www.safety.ed.ac.uk/resources/general/pandemic.shtm>

Growing out of the successful partnership auditing of health and safety management at School and Support Unit level, carried out in tandem by Health and Safety and the University's insurance brokers (Aon), a key element in the successful raising of awareness of the importance of pandemic planning, identification of essential services and personnel etc., in the Support Groups and in the Schools, has been a comprehensive programme of desk top exercises. This programme commenced before events in April 2009, and has evolved to reflect the developing situation over the intervening months. Inclusion of mixed groups of corporate and School personnel has contributed to the success of the programme.



In April 2009, two further Groups were established within the University to direct various aspects of pandemic preparedness, the Pandemic Flu Communications Group, chaired by the DoH&S, which reports to the Pandemic Flu Executive Group, chaired by the DoCS. These Groups have met at very regular intervals since April, with the frequency of meetings stepped up as we approached business critical periods such as Coming-up Weekend, Freshers' Week, and registration/matriculation. The focus of the work to date has included

- managing specific cases of flu/flu-like symptoms both in our residences and students/staff working overseas
- communications to staff students and prospective students (both UK and overseas), and available to parents
- desktop contingency planning exercises as indicated above
- establishing monitoring processes for the incidence of flu/flu-like cases (see below)
- contingency planning for the arrival of students in the event of a flu "wave" coinciding with the coming up period
- promoting contingency planning in Schools/Support Groups such that organisations are prepared for an increased element of local disruption, as we move through the autumn
- posters etc around the University promoting good hygiene practice
- increased availability of cleaning and hand cleanser stocks to be utilised as required

Monitoring of staff absence due to flu/flu-like symptoms has been put in place (see Appendix) and linkages to Colleges/Schools, Accommodation Services and the University's GP practice have been established to monitor trends in student incidence of flu/flu-like infection. In addition linkages to the Students Union and staff unions have been established to allow prompt communication of plans and developments.

The DoCS and DoH&S have developed good lines of communication with the Lothian Health Public Health Team, which were cemented during the management of a number of suspected cases of H1N1 infection, in the early days of the pandemic, and have developed further through the CHASTE Project. We maintain close contact with our local NHS Public Health colleagues, to ensure that consistent information is provided to all members of our community, and that we can assist the Public Health effort wherever possible. NHS Public Health colleagues have attended the PF Executive Group periodically. Contact is now also maintained with the Scottish Government Pandemic Flu Team.

There is ongoing discussion between the College of Medicine and Veterinary Medicine and the School of Health in Social Science with NHS and the Government Health Department regarding the possible participation of medical students and nursing students in supporting the management of a pandemic wave. The nature of any involvement is unclear at present. If the severity of the flu for most people remains at the current mild level and the government policy on vaccination is to undertake vaccination solely via GP practices and targeted at specific vulnerable groups (which appears to be the policy that is emerging), then involvement of students is unlikely or would be at a minimal level. However contingency planning has to take into account the possibility that the virus might mutate into a more virulent form, in which case a significantly increased or accelerated vaccination programme would be required as well as a increased medical and nursing support for patients. In such

circumstances there is an increased likelihood that NHS support from medical/nursing students might be sought.

The PF Executive Group takes advice from the University Biological Safety Adviser, regarding developments relating to the biology of the virus, and the epidemiology of the disease, which are under constant scrutiny, so that informed decisions can be made which relate directly to the circumstances prevailing at a given time, and projected to occur in the near future - these responses require to have built-in flexibility, rather than being set in tablets of stone.

### **Scottish HEIs and pandemic preparedness**

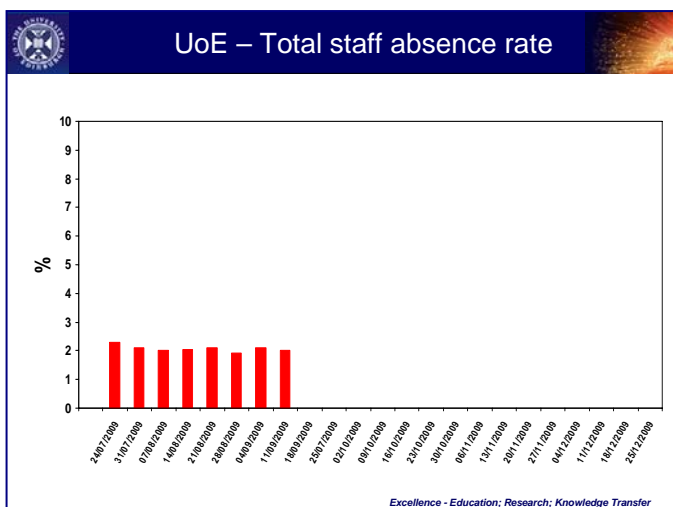
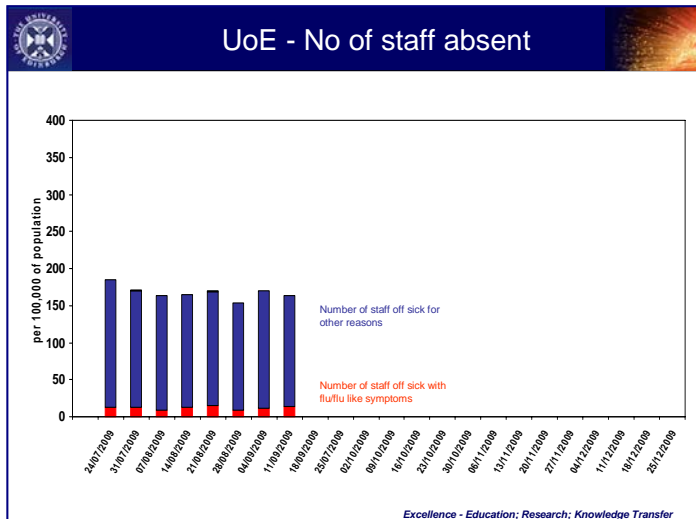
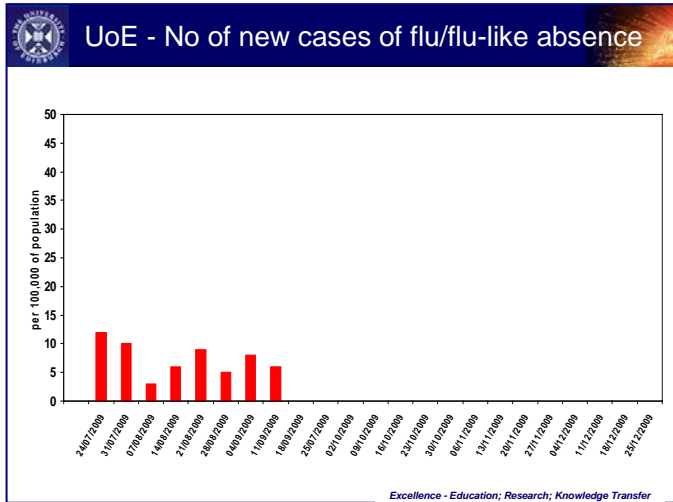
Each Scottish University has its own specific plans, strategies and procedures, and institutions are also co-operating to share these, and to share experiences, on an ongoing basis. The SFC CHASTE Project (led by the University of Edinburgh) and the Scottish Universities Business Continuity Management Group, led by Heriot Watt University, are facilitating this exchange, which also includes all of Scotland's Colleges.

The nature of the disease as it currently manifests leads the PF Executive Group to believe that the "business as usual" approach will be sustainable; however, we continue to plan for a potentially worse scenario come autumn and winter 2009. As noted earlier, much attention has been given to the business critical period of "coming up" and matriculation/registration given the large movements of young people who arrive at HEIs and Colleges, some having left home for the first time, and to the large numbers of students who will present themselves to relevant staff at this time.

Tertiary education institutions are in the spotlight, due to the movement and presence of large numbers of young people; however, these institutions benefit from excellent communication routes and systems, and contain a great deal of expertise which can assist with the management of this public health issue.

CHASTE held a successful seminar on pandemic flu preparedness, on 8<sup>th</sup> September, which was attended by 60 delegates from Scotland's Universities and Colleges, and from the Scottish Government. Delegates participated in a desk top exercise, and each left with a pandemic flu toolkit tailored to the tertiary education sector, as practical assistance for ongoing planning and action.

It should be noted that the University has also recently assisted the Spanish Ministry of Education, which is developing a top-down pandemic flu preparedness structure, to a tight timescale, for Spain's 50 Universities, by supplying this University's pandemic flu documentation, as an example of good practice in UK Higher Education.





The University of Edinburgh

Central Management Group

23 September 2009

**The EUCLID Project: Update September 2009**

Brief description of the paper, including statement of relevance to the University's strategic plans and priorities where relevant

This paper updates CMG on the recent activities and governance of the revised scope EUCLID Project and the associated Satellite Projects.

Action requested

CMG is invited to note this report.

Resource implications

Does the paper have resource implications? No – accounted for by changes made to the project during the planning for FY 2009-10.

Risk assessment

Does the paper include a risk assessment? No

Equality and diversity

Does the paper have equality and diversity implications? No

Freedom of information

Can this paper be included in open business? Yes

Originator of the paper

Vice-Principal Professor Jeff Haywood – EUCLID Senior Responsible Officer  
Vice-Principal Professor Richard Kenway – EUCLID Strategic & Quality Assurance Group

To be presented by

Vice-Principal Professor Jeff Haywood – EUCLID Senior Responsible Officer  
Vice-Principal Professor Richard Kenway – EUCLID Strategic & Quality Assurance Group

## EUCLID Update at 11 September 2009

Since the last update to CMG and F&GPC at the beginning of the summer, substantial work has been carried out to finalise the revised scope of the work to be done on student and course administration systems, complete and deliver the first software functions and maintain a high level of engagement with users and key stakeholders. The EUCLID Project will form the main core of work but some vital functions that could not be included within the revised Project scope have been formulated into a group of 'satellite projects' that will be organised in parallel with the main project. IS will lead on these as they are mostly technical in nature, and are directed towards replacing (but not enhancing) at minimum cost, some existing services such as Timetab and Postgraduate Database.

The short list that follows summarises the main actions of the past 3 months and planned activities:

<b>Activity</b>	<b>Outcome</b>
Monthly meetings of S&QAG	Oversight of EUCLID and satellite projects, planning, progress monitoring and budgeting
Fortnightly meetings of Kenway, Rigby, O'Halloran & Haywood – 'core group'	Tight oversight at a more operational level of EUCLID and satellite projects – management, implementation and budgetary control
All staff email	Alerting all to the changes we have been making over the summer with key milestones for the autumn
Heads of Schools meetings	Meeting planned for late summer to follow up on early summer meetings and ensure all aware of current thinking
High level meeting between UoE and Tribal Education staff – York Sept 2nd – Haywood, O'Halloran and Marsden attending	Review of current UoE planning for EUCLID; update from Tribal on current activities, esp related to UK Borders Agency Managed Migration compliance; confirmed importance of IT infrastructure and method of assuring sufficient engagement with issues; confirmed plans for revision of contract
Contract revision meeting – staff from UoE (inc Director of Procurement) with Tribal liaison and contract staff	Agreed in principle changes needed to current contract post-revision of EUCLID scope – minor technical changes but no major re-working needed
Communication and engagement with users	Consultation and engagement with all users is being co-ordinated by Assistant Principal Sue Rigby. All members of staff have been invited to join an active virtual forum. E-mails will be sent to members regularly and opinions sought about elements of the project as they become current.
Recent and autumn 'go-lives' of software functions	Visiting Student and Other Admissions application processing went live on 8 September. The new version of CCAM (Course Creation Approval and Maintenance) is on schedule for new and continuing courses for 2010/11 to be maintained in EUCLID from early November 2009. We shall have built the software for student administration and the replacement for enrolment of students on courses by Directors of Studies/Supervisors by the end of the year.
S&QAG Away-days	Quarterly 'away-days' to see updates and demonstrations of functionality and to take time to address wider issues in

	greater depth. Two are scheduled before Christmas to focus on risk management, and the external review outcomes and actions.
External review of EUCLID & Satellite Projects	In early November an external review by Valuta has been scheduled. Valuta has carried out the past reviews for EUCLID and the Website Project.

A major development since our last report is the forthcoming departure of the Project Director, Dr Veena O'Halloran, to take up the post of Director of Student Experience and Enhancement Services at Strathclyde University. She will leave us mid November. Kenway, Haywood and Melvyn Cornish have met and agreed a new project management structure, involving a more active external role for the current Deputy Director, and this was also discussed and approved in principle at the last S&QAG meeting.

Richard Kenway & Jeff Haywood  
14 Sept 2009

The University of Edinburgh

Central Management Group

23 September 2009

## **Timetabling Project Progress Report**

### Brief description of the paper

CMG has already agreed that the recommendations of the Academic Timetabling Review Report should be supported and progressed through a two-stage project. This requires an academic leader. The present paper proposes the appointment of Dr Nick Hulton to this role, and sets out his initial vision for the first phase of the project.

### Action requested

To consider recommendations for academic leadership of the project, and its phasing.

### Resource implications

Does the paper have resource implications? Yes

### Risk assessment

Does the paper include a risk analysis? No

### Equality and diversity

Does the paper have equality and diversity implications? Yes. These are not discussed in detail but relate implicitly to issues of prioritisation for allocation of teaching times and spaces.

### Freedom of information

Can this paper be included in open business? Yes

### Originator of the paper

April McMahon, VP Planning, Resources and Research Policy.

## **Timetabling Project Progress Report**

### **Summary**

This document sets out a process for progressing the University's Timetabling project. It aims to outline what needs to take place to achieve an operational centrally administered timetabling function across the business. A two-stage approach is essential: specific resource requirements for the project as a whole cannot be determined without further effort to fully scope the project as a first step.

### **Background**

CMG has agreed in relation to the Timetabling Review Report that:

- The recommendations of the Academic Timetabling Review Report were fully supported and should now be progressed.
- The project was originally managed from within E&B, but the implementation stage of the Report should be managed by either SASG or ISG.
- All teaching facilities including laboratory facilities and those currently managed by Schools/Colleges should be consolidated onto one central system.
- A two-stage approach should be initiated to take forward the project – initiate culture change first and introduce, on an incremental basis, revisions to the timetable structure with a second phase to procure timetabling software to be configured to meet the needs of the revised timetable structure.
- An Academic 'champion' is to be identified to lead the implementation process, particularly the revision of timetable structure.

APC also considered the Review, and recommended that the issue of academic timetabling be progressed.

### **Next steps**

The Timetabling Project is not fundamentally about procuring software to replicate current processes. It is about timetabling in a new way for new reasons, and this means Phase 1 primarily involves consultation and cultural change. Space utilisation is an important driver, but so are student choice and quality of facilities. This initial phase will involve decisions on a range of difficult issues. For example, what counts as a priority course when there are clashing demands for the same space? What is the length of the teaching day, and what are valid special reasons for a colleague to request teaching at a particular time? How are data to be captured, and how much data? What are the priorities and timescale for implementation? How and where will timetabling ultimately be managed, and what are the resourcing implications in terms of people as well as technology for Phase 2 and the subsequent new steady-state? It is highly unlikely that an algorithmic software solution can be found for a situation as complex as ours, without also assuming continued human intervention.

The main outcome of Phase 1 would be to deliver a fully-costed project scope, together with an agreed model for timetabling business processes and an agreed implementation plan.



Phase 2 is likely to involve progressively a larger project team, to be led by a project manager and reporting to a formal project board.

The first essential step is to identify an academic lead. Dr Nick Hulton, currently Dean of Learning and Teaching in the College of Science and Engineering, has agreed in principle to take on this role for Phase 1 at least. We anticipate that Phase 1 should be concluded within the 2009-10 academic year, with a detailed timetable still to be determined. Resources required will include a proportion of Dr Hulton's own time; some project management and project support time; and assistance from ISG for preparation of a project scope and draft procurement document. There would also be a small, operational executive group, and an academic / user consultation board involving representatives from Schools and Colleges. Following discussion with VPs Brown and Haywood, I can confirm that we are confident of being able to meet these requirements for Phase 1. Funding for Phase 2 would be sought through the planning round in the usual way, following Phase 1 scoping.

### **Recommendations**

CMG is asked to consider and approve the following recommendations:

- That Dr Nick Hulton be appointed academic leader for Phase 1 of the Timetabling Project, to take place during academic year 2009-10.
- That VPs McMahon, Brown and Haywood, in consultation with the University Secretary for SASG, should agree in-year resourcing for Phase 1.
- That Phase 1 of the project should involve consultation on priorities for timetabling, alongside generation of a detailed procurement and resourcing plan for Phase 2, and a decision on how and where timetabling should be managed following the end of the project.

**April McMahon**  
**Vice-Principal for Planning, Resources and Research Policy**  
**11 September 2009**

The University of Edinburgh

Central Management Group

23 September 2009

## **Policy on Dignity and Respect**

### Brief Description of Paper

This paper provides the background and factors that have informed the draft Policy on Dignity and Respect.

### Resource Implications

Any resource implications will be considered as part of the planning process for implementing the policy, for example, with respect to any staff development provision that may be required to support the effective implementation of the policy.

### Equality and Diversity Implications

The Policy is integrally concerned with ensuring equality and diversity principles are applied to the way in which the University supports a positive culture for working and studying.

### Risk Assessment

The Policy represents the University's approach to the effective management of its risks in relation to issues concerning dignity and respect.

### Freedom of Information

This paper can be included in open business.

### Originator of paper

Sheila Gupta  
Director of HR

**University of Edinburgh**  
**Central Management Group**  
**Policy on Dignity and Respect**  
**23<sup>rd</sup> September 2009**

**1. Introduction**

The University identified a need for a Policy on Dignity and Respect to update its approach to dealing with cases of harassment and bullying and also to go much further in fostering a culture in which our community of staff and students feel best able to work and study. This approach is very much in keeping with the type of policies that other research-led institutions have embraced and reflects good practice, not just in the UK, but in the Ivy League institutions in the US as well.

**2. Background and contextual factors**

- 2.1 The debate shaping our policy has been taking place over a period of some years and it seems appropriate to ensure that the themes from these discussions are not lost in the final document that has been produced. For these reasons, a summary of the relevant contextual factors are recounted below to provide a sense of the thinking that has influenced and informed the ethos reflected in the policy.
- 2.2 Academic Policy Committee and Staff Committee have both provided helpful advice and guidance that has been taken into account in formulating the policy which will apply to both staff and students. In particular, the concept of introducing a Dignity and Respect Framework comprising:
- a) a set of guiding principles informing the way we behave as members of the University community;
  - b) definitions of the roles and responsibilities of individuals, managers and the University to promote a culture of respect in the University community;
  - c) the development of a clear procedure to guide students, staff and managers in dealing with behaviour by either staff or students which may have breached these guiding principles;
  - d) advice on good practice through improved communication, awareness raising and development & training.

**3. Timelines for delivery**

- 3.1. The overarching Policy document, including the definitions of roles and responsibilities, is attached for CMG to comment and advise upon. It will be supplemented with formal Procedural Guidance on how to deal with incidents or complaints ranging from the informal to the formal. The emphasis will be on early resolution and the provision of practical guidance that staff and students can access easily. Much of this will be made available on the web, but there will also be the opportunity for training and development as well access to

advice from experienced members of the staff and student communities, including HR, Contact Officers and EUSA Officers.

- 3.2 The Procedural Guidance is currently being drafted and will be ready for consultation at the end of September. Both the Policy and the Procedural Guidance will then be the subject of consultation with staff, students, managers, trade unions, EUSA and other relevant colleagues. It will also be progressed through the relevant committees of the University for final consideration by Court.
- 3.3 The final element of the framework will be the communication, training and development advice and this will be promulgated in October. It is important to note that much of the work in relation to the good practice advice, will continue to be expanded and enhanced as more information becomes available. There are several established sources for such information and resources, including the Chartered Institute for Personnel and Development, the Department for Business, Innovation and Skills and the Equality Challenge Unit.
- 3.4 It is intended that the full consultation phase should be completed by December 2009 for the Policy and Procedural Guidance to be ready for promulgation in January, subject to approval by Court in December.

#### **4. Action Requested**

- 4.1 CMG is asked to comment on and approve the Policy on Dignity and Respect.

# Dignity and Respect Policy



## 1. Policy Statement

1.1 The University Community is made up of its staff and students, all of whom are highly valued for the knowledge, skills, experience, talents, commitment and creativity they bring to the University community. The purpose of the Dignity and Respect Policy is to promote a positive culture for working and studying, in which all members of that community treat each other with dignity and respect. This policy builds on existing approaches and seeks to prevent problems from arising through applying the concepts of dignity and respect and by stating the expectations which this brings to us all.

1.2 When we use 'dignity' we mean recognising and esteeming everyone's worth as an individual.

1.3 When we use 'respect' we mean treating each other with consideration.

## 2. Overview

2.1 This policy should be read in the context of the University's core Mission, Strategic Plan and related strategies.

2.2 The policy is set in the context of the need to:

- maximise the success of the University, recognising the importance of staff's and students' direct contribution;
- provide a supportive and enabling working environment which encourages good morale, a positive student experience, good employee relations and excellent performance in all that we do;
- create the environment for a positive student experience of University life;
- meet the requirements of a complex and evolving legal framework including, for example, a statutory obligation regarding discrimination and a general legal responsibility to provide a duty of care to staff in respect of their mental and physical wellbeing;
- apply the principles of good governance and good management practice across all our activities.

## 3. Scope

3.1 This policy applies to all staff and students of the University in relation to both individual and collective activities.

## 4. Guiding Principles

- The University seeks to promote a positive culture for working and studying to which every student and member of staff contributes and within which they are able to develop to their full potential.

- Freedom of expression within the law is central to the concept of a university. To this end, the University seeks to continue to foster a culture which permits freedom of thought and expression within a framework of respect for the rights of other persons.
- Ideas and views are open to rational discussion and challenge, in a rigorous, collegial and constructive manner, with a view to creating knowledge and improving and deepening understanding.

## **5. Responsibilities**

5.1 As individual members of the University community we have a responsibility to apply these principles by:

- Contributing to a positive learning and working environment.
- Supporting the University's priorities and acting with integrity as members of the University community.
- Asking questions and learning about issues that will affect us.
- Accepting new responsibilities and participating in activities aimed at enhancing and improving educational and administrative systems, processes and practices such that they are more efficient, effective and valuable.
- Exercising responsibility (or being accountable) for our interactions with individuals and groups and showing consideration.
- Working and studying collaboratively, collegially and effectively in teams within and across organisational units.
- Addressing and resolving matters ourselves, where reasonably possible, in a simple, straightforward and constructive way or raising more serious matters with relevant managers, academics or administrators and participating positively in approaches to resolve them.

5.2 University managers (including Head of College/Support Group, Heads of School/Support Department and others with responsibility for areas of work or study) have a duty to take timely, relevant action to resolve concerns.

5.3 Expectations of the University as an employer and provider of education will be to ensure that:

- it treats staff and students with openness, respect and dignity at all times;
- staff and students feel safe and are listened to when raising concerns about behaviour;
- fosters a positive culture for working and studying to attract and retain the best staff and students to support our academic endeavour.

## **6. Monitoring**

The University monitors and reviews its performance on promoting dignity and respect on an ongoing basis. Information on key performance indicators and other data can be found in the Monitoring section of the Dignity and Respect Framework. Formal reports are provided at regular intervals to Staff Committee and other relevant committees.

## **7. Information, advice and resources**

Further advice and information on good practice is available in the supporting guidelines and procedures which may be found at:

***ADD LINK TO GOOD PRACTICE AND PROCEDURE (To be drafted by the end of September)***

The University's Strategic Plan and related strategies are available at [http://www.planning.ed.ac.uk/Strategic\\_Planning/SP2008-12/index.htm](http://www.planning.ed.ac.uk/Strategic_Planning/SP2008-12/index.htm).

## **8. Policy creation**

“This policy was approved by [e.g. CJCNC, Staff Committee, Court] on [Date] and takes effect from [date].” And replaces the previous Code of Harassment for Staff. To be reviewed on....

The University of Edinburgh

Central Management Group

23 September 2009

## **Report from Estates Advisory Group Meeting [EPAG] held on 3 September 2009**

### Brief description of the paper

The paper reports on key discussions and recommendations made at the meeting of EPAG, held on 3 September 2009.

CMG is reminded to note that copies of EPAG papers and the minutes of the meeting are available to CMG members on request from Angela Lewthwaite (Tel: 651 4384, email: [angela.lewthwaite@ed.ac.uk](mailto:angela.lewthwaite@ed.ac.uk)) or online via the EPAG web-site at <http://www.epag.estates.ed.ac.uk/index.cfm>

### Action requested

**CMG is invited to approve recommendations/endorsements contained in items 1, 5, 6, 7, 8 and 11.**

### Resource implications

Does the paper have resource implications? **Yes, detailed throughout the paper.**

### Risk Assessment

Does the paper include a risk analysis? It should be noted that EPAG papers contain, where applicable, separate risk assessments. Some of these may be contained within the reports to CMG and others

#### **General:**

Legislation Non-Compliance/Business Continuity – mitigated by regular assessment and update of priorities, risk register and implementation of annual major replacements/compliance programme

Capital Commitments (CAC) – mitigated by tracking via the Capital Projections Plan and regular updating in consultation with Finance and reporting to EPAG, CMG and F&GPC, through to Court.

Project Management – mitigated by on going monitoring of Design Team, Contractor, Risk Register and meetings of Project Committees who in turn report significant programme/cost issues to EPAG etc.

### Equality and Diversity

Does the paper have equality and diversity implications? No

None of the proposals in this paper raise issues beyond those that are routinely handled in all Estates Developments. It should be noted that EPAG papers contain, where applicable, separate E&D assessments.



Any other relevant information

The Vice-Principal for Planning, Resources and Research Policy will present the paper.

Copies of the EPAG papers and the minutes of the meeting are available to CMG members on request from Angela Lewthwaite (Tel: 651 4384; Email: [Angela.Lewthwaite@ed.ac.uk](mailto:Angela.Lewthwaite@ed.ac.uk)), or alternatively can be found at <http://www.epag.estates.ed.ac.uk/index.cfm>

Freedom of information

Can this paper be included in open business? The paper is **closed**.

Its disclosure would substantially prejudice the commercial interests of any person or organisation

All EPAG papers contain FOI information including reasons for closing papers.

Originator of the paper

Paul Cruickshank - Estates Programme Administrator

Angela Lewthwaite - Secretary to EPAG

15 September 2009

The University of Edinburgh

Central Management Group

23 September 2009

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**2008/09 Value for Money Report**

Brief description of the paper

In January 2006 a Value for Money Policy was agreed by the Audit Committee. On the 14<sup>th</sup> October 2008, the SFC introduced its new mandatory requirements, which universities are obliged to comply with, as set out in paragraph 16 of the Financial Memorandum. These mandatory requirements oblige institutions (a) to have a strategy for systematically reviewing management's arrangements for securing value for money, and (b) to obtain, through their internal audit arrangements, a comprehensive appraisal of management's arrangements for achieving value for money. Audit Committee had included in the policy the giving of prime executive responsibility for this to the Central Management Group. This paper reports on VFM activity for 2008/09, covering both initiatives pursued through CMG, and more locally-focussed work. Members of CMG are asked to consider whether the content of this paper meets their needs in satisfying themselves that sound arrangements are in place to promote economy, efficiency and effectiveness. With CMG's endorsement, the paper will be passed to Audit Committee.

Action requested

To endorse this report.

Resource implications

Does the paper have resource implications? Yes it reports on some very significant investment to deliver VFM

Risk Assessment

Does the paper include a risk analysis? No

Equality and diversity

Does the paper have equality and diversity implications? No

Freedom of information

Can this paper be included in open business? Yes

Originator of the paper

Jon Gorringer, Director of Finance

August 2009

The University of Edinburgh

Central Management Group

23 September 2009

**2008/09 Value for Money Report**

**1. Introduction**

In January 2006 a Value for Money Policy was agreed by the Audit Committee. On the 14<sup>th</sup> October 2008, the SFC introduced its new mandatory requirements, which universities are obliged to comply with, as set out in paragraph 16 of the Financial Memorandum. These mandatory requirements oblige institutions (a) to have a strategy for systematically reviewing management's arrangements for securing value for money, and (b) to obtain, through their internal audit arrangements, a comprehensive appraisal of management's arrangements for achieving value for money. Audit Committee had included in the policy the giving of prime executive responsibility for this to the Central Management Group. This paper reports on VFM activity for 2008/09, covering both initiatives pursued through CMG, and more locally-focussed work over the last year, so that consideration can be given as to whether sound arrangements are in place to promote economy, efficiency and effectiveness and appropriately activity.

The Scottish Government is now concentrating even more attention on its efficient government initiative. The reporting required by the Scottish Funding Council will draw on the contents of this report.

As in previous year the report on initiatives have been divided into the following categories :

- Specific University wide initiatives
- Major investments to deliver long-term business enhancement and cost savings
- Estate rationalisation and other initiatives aimed at reducing utility costs and other estate-related expenditure.
- Reviews and reorganisation to deliver improved teaching, research and other support service delivery, including cost reductions.

**2. Specific University-wide Initiatives**

A number of initiatives that were underway last year have now moved to the implementation stage.

- The Review of the academic year is now completed and changes will be implemented in 2011/12. The new timetable delivers an extra revision week in semester one and an additional teaching week in the second semester.
- The review of academic governance has been concluded. From September 2009, four new committees are being set up replacing the previous committee structure. The new committees will improve focus and university wide activity on learning and teaching, researcher experience, curriculum, and student progression and quality assurance.
- The review of the University timetabling and teaching space allocation is ongoing. The outcome of the academic timetabling review has been accepted and now needs

to be vigorously implemented to improve the less than optimum use of teaching space.

### **3. Major Investments to deliver long-term business enhancement and cost savings**

- Roll out of eProcurement Scotland across the University. This allows staff to purchase contracted goods and services from, to date, 50 suppliers. As well as delivering VFM in procurement, it has also streamlined the purchase to pay process.
- Activity continued through 2008/9 with further programme of voluntary severance and early retirement. A total of £2.3million was spent which are forecast to deliver savings of £3.7million in 2009/10.
- The EUCLID project aims to deliver major improvements in the administration of students. The project ran into major difficulties during the year and changes were made to the management and scope of the project to ensure that an acceptable system was delivered and costs were controlled. Despite these difficulties, fundamental changes have been delivered in the way postgraduate students applications are handled and large increases in applications have been administered. Work continues to further improve the performance of the services so far delivered.
- The Roslin Institute merged with the University in May 2008, and has delivered a substantial increase in research activity in the RDVS, and has also achieved its overall business plan targets.
- The Research Pooling initiative has delivered enhanced performance in the 2008 RAE in a number of the schools who have taken advantage of this Scottish Funding Council initiative to create world class research.
- The roll-out of the International Strategy, though not at this stage delivering clear efficiency savings, is moving towards a more professional and co-ordinated activity at the college and school level, as well as increasing student numbers and international research collaboration.
- Schools across the University are regularly analysing methods of course delivery to improve both the quality of their courses and the efficiency of delivery. This includes the introduction of e-learning, which is less resource intensive.
- In addition to the Pensions+ salary sacrifice scheme that continues to deliver savings of £1.5million per annum, a Bicycles+ scheme has been introduced to take advantage of the Government's cycle to work tax relief. This has delivered £10k in national insurance savings to the University.
- Information services are carrying out a major project to introduce Microsoft Exchange 2007 as an integrated diary, mail and mobile service for the University. This will replace two current systems, improving service and reducing support costs.

### **4. Estates Rationalisation and activity are to reduce utilities cost**

- In response to the large increases in the rates of pay for manual groups as a result of pay modernisation, a major restructuring has taken place. Staff reductions of over 40 FTE, reducing costs by 7%, have been achieved by restructuring service delivery methods whilst maintaining the standard of service.
- A mail services review has been carried out by SUMS. The review identified options for savings which have been implemented. The savings are included under the previous item.
- The effort to increase recycling continues. A rate of recycling of 52% has been achieved for general waste which equates to a saving of £235K. This is an increase of 14% or £68k in the year.

- During the year there was a dramatic improvement in the competition and prices that the University saw in tendering its major capital projects. This has resulted in savings of about £4.5million being achieved against pre tender estimates.
- The capital building programme which encompasses three very major projects - SCRM, the new Vets School and the library refurbishment - have run close to their planned timetable. This will in future years deliver new momentum to more modest projects which are improving the condition and functional suitability of the estate leading to the eventual disposal of less efficient space.
- The Furniture Office has been working more effectively in reusing items of furniture. This avoided an estimated spend of £150k on new items.
- The switch and save campaign continues and there is evidence that this is having some effect on the electricity consumption figures for the University. The annual increase in consumption has historically been between 2% and 5% however over the 08/09 financial year it has remained relatively flat. This equates to a saving of around £150k in financial terms but has been partly offset by an increase in heating costs due to the colder winter.
- The energy market has dramatically changed since last year and there has been a substantial drop in tariff levels for gas and electricity. Procurement Scotland is in the process of buying electricity for the national contract due to start in October. They are also progressing tenders for the supply of gas and it is anticipated that the University will benefit from this contract starting in financial year 2010/2011. Procurement Scotland estimates that by procuring through the national Contract the University will save 2.5%.
- The investment of Government funding through SALIX, amounting to around £1M, continues through their initial investment and from savings being returned into a revolving fund to support energy efficiency projects in the future. The financial benefit will be seen in the years to come as each project is fully funded from its savings. George Square Theatre, and David Hume Tower Lecture Theatres and Refectory, are examples of energy efficient projects. Electric heating has been replaced with Combined Heat and Power as part of the SALIX programme. Saving will materialise in 4 to 5 years and, in addition, 15% of expenditure comes back to the University as a management fee.

#### **5. Reviews and reorganisations to deliver improved teaching, research and other support service delivery including cost reductions.**

- Maths have introduced a programme called Maple TA that allows students to retake tests on line. Each time it randomises the numbers, so the answer will be different at each attempt. This has allowed the school to cope with increased student numbers on very large courses where there are insufficient tutorial rooms for groups (15) to have weekly tutorials.
- Chemistry have replaced three NMR Spectrometers which were between 15-25 years old and at the end of their life. The work of all three is now being carried out by a new instrument funded by sustainability funds. Considerable savings are being delivered in repair, utilities, spare parts and downtime.
- With Informatics relocation into the Forum building, savings have been made in the way support services within the school are delivered. Rationalisation has allowed the administrative borders of academic staff to be removed to allow them more time on teaching and research and therefore income generation.
- Chemistry are not replacing their own dedicated computer cluster, but are using the central Edinburgh Compute and Data Facility (EDCF). This has saved on hardware costs, and reduces support costs in the school.
- With the merger of Roslin Institute into the University, rationalisation is taking place of the facilities that they use. Activity at Compton in Berkshire is being moved to

Edinburgh and research at a farm at Skeds Bush in East Lothian is ending. This will reduce the cost of the Institute's experimental work.

- The College of Humanities & Social Science has redesigned the interaction between the office of Lifelong Learning, the teaching of English as a Foreign Language and Community-based Modern Languages. The combining of the three organisations into one unit will yield potential growth and has already achieved large cost savings on staff.
- In Literatures, Languages and Cultures, a review is underway to establish appropriate class sizes and levels of teaching input in order to reduce staff costs while maintaining teaching quality.
- Continuing professional development activity at the Royal (Dick) School of Veterinary Studies has been reviewed and rationalised. The Office of Lifelong Learning has taken on marketing and admin activity from the School.

### **Conclusion**

The work on VFM has continued to be very substantial over the last year. Managers have been even more focussed on this activity as they recognise that the period of strong growth in public and private income is very unlikely to continue. Reducing costs whilst at the same time improving service delivery underlies many of the actions being carried out. The University has to match the best in the world as regards the quality of its academic output and its service to students and other customers.

In addition, it strives to deliver support services that are fit for purpose and efficiently delivered. While a great deal of work is still going on, the next year will see the conclusion of a major review of support services, both central and college-based, across the University. The outcome of this work, and its implementation, are going to be crucial in delivering a step change in the VFM the University delivers in this area, in a context of ever more challenging financial circumstances.

This report requires CMG's endorsement before its onward transmission to Audit Committee.

Jon Gorringe, Director of Finance

August 2009



The University of Edinburgh

Central Management Group

23 September 2009

**Management Accounts  
One month to 31st August 2009**

Brief description of the paper

The University's top-level Management Accounts are presented, including summaries for each College and Support Group. The August figures are affected by the 2008-09 year-end, still in process. However, the opportunity is being taken to expose, as early as possible, a more streamlined management accounts format.

Action requested

The paper is for information.

Resource implications

None.

Risk Assessment

The continuing financial health of the University.

Equality and Diversity

None

Any other relevant information

None.

Originator of the paper

Lorna McLoughlin  
15 September 2009

Freedom of information

Can this paper be included in open business? No

Its disclosure would substantially prejudice the commercial interests of any person or organisation

For how long must the paper be withheld?

*The paper should be withheld until after publication of the University's Annual Accounts for 2009-10 (i.e. 31<sup>st</sup> December 2010).*



The University of Edinburgh

Central Management Group

23 September 2009

**Report from Staff Committee**

Brief Description of Paper

This paper provides a summary of the key issues discussed and agreed at the meeting of Staff Committee held on 2 June 2009.

Resource Implications

Any resource implications are covered in the relevant project scope for each initiative.

Equality and Diversity Implications

Any equality and diversity implications are considered as part of each initiative under discussion.

Risk Assessment

Any relevant issues relating to effective risk management are covered in the content of the separate papers under discussion.

Freedom of Information

This paper can be included in open business.

Originator of paper

Sheila Gupta  
Director of HR



**University of Edinburgh**  
**Central Management Group**  
**Report from Staff Committee**  
**23<sup>rd</sup> September 2009**

**1. Introduction**

This paper summarises the key issues discussed and decisions reached at the meeting of Staff Committee held on 2<sup>nd</sup> June 2009.

**2. Matters Arising**

**2.1 Moving Forward in Addressing Leadership Challenges and Associated Development Needs**

2.1.1 The Committee received some comparative data about the level of investment that other Russell Group (RG) institutions were making in their leadership development provision. Variation in practice across the RG made it difficult to make clear comparisons across all institutions. There is a range of expenditure, and it is not always clear what is being counted, but Edinburgh is to the lower end of the spectrum.

2.1.2 The Committee expressed an interest in learning more about the type of leadership development provision that was offered by RG institutions in order to gain a sense of the aims of such programmes, their cost-effectiveness and their impact on institutional performance. Members of the Committee were particularly interested to learn if other institutions use their budgets to enhance management skills and knowledge of those staff engaged in leadership roles or whether they seek to promote cultural change through their activities and interventions. It was agreed to obtain more information and bring a further report to the next meeting of the Committee.

**2.2 Update on National Pay Negotiations**

The Committee received a brief update on the national pay negotiations.

**3. Main Agenda Items**

3.0.1 Professor April McMahon gave a brief presentation, in which she provided the Committee with an account of her own perspective of people management policy and practice at the University from her position as an incoming and outgoing Head of College. The insights and analyses that Professor McMahon shared with the Committee generated a wide ranging discussion in which the following points were made:

- That the most appropriate policy framework for a large, diverse organisation such as the University, was one that was clear, up to date and permitted variation in processes, subject to the existence of clear principles at the level of policy.

- It was acknowledged that the external legal environment presented the University with considerable challenges in seeking to operate as a modern business. However, even within these constraints, there was a strong commitment to identify flexible solutions to meet prevailing business needs, such as, the work on modernising the Commissioners Ordinances.
- The frustrations of having to operate within a complex and often contradictory legal framework were recognised and shared across the different business areas of the University. However, there were positive examples of difficult issues where we have found innovative solutions, which show what can be achieved by working together. Particular examples include the introduction of Development Scholarships for postgraduate students and the very positive change in culture across the institution in relation to Leadership Development, which is now valued and actively supported. These initiatives help to meet important business needs in a cost effective way and ensure that we have sound approaches to the appropriate management of our risks.
- The benefits of introducing a clear statement defining the responsibilities carried out at corporate and devolved levels would further enhance the governance and decision-making processes relating to people management practices across the University.

### **3.1 Performance Review for Professors**

3.1.1 A joint paper was presented by Professor McMahon and Ms Gupta in which it was proposed to introduce a more evidence-based model for professorial staff with respect to performance and development review. This approach would also dovetail well with the Grade 10 Promotion and Salary Review processes. The proposal was to incorporate the introduction of an annual report which would be submitted by all Professorial staff to their Head of School, in line with the timings of the Grade 10 salary review, so that an individual's achievements could be considered fully as part of that process. The purpose of the report would also be to meet the requirements of the Court Remuneration Committee (CRC) that all salary decisions must be evidence-based. The CRC decision would mean that robust, transparent and equitable performance review processes need to be in place in order to ensure that a clear record exists of the performance and achievements of staff. It was recognised that whilst these processes were well embedded in many areas of the University, the situation was not universal, and a clear expectation on staff and managers alike would be important in fostering a culture in which records of objectives and achievements were the norm. The paper clarified that the proposal should not be an impediment to current processes that work well, nor should it be an extra burden for colleagues. Thus, it was agreed that if the proposal was introduced, it should compliment or enhance existing processes and would not be seen as necessary where these were working well.

3.1.2 Members of Staff Committee were asked for their comments on this proposal and whether a similar model would represent a suitable approach for senior professional services staff.

3.1.3 A wide ranging discussion took place, with the following key points:

- There was strong support for Performance and Development Review (P&DR) processes that applied equally to all staff. P&DR should be standard, and it should happen on a regular basis for every member of staff.

- If introduced, the timing of the process would be aligned to the Grade 10 Salary Review round. It was agreed that any new process should not present added burdens, for example adding to the already onerous processes for P&DR that are in place for clinical professors. To this extent, Members of the committee agreed the principle that the new proposal should compliment existing processes.
- Members expressed differing views about the merits of having a single document or two separate documents for submission as part of the promotion and salary review processes. Ultimately, the balance of opinion favoured a single document as being worthy of consideration as part of either promotion or salary review processes.
- Members proposed that a statement of annual objectives would be extremely useful as a standard part of the documents for P&DR. A summary CV was seen as a very useful document, and a set of agreed objectives would be an extension to the information provided in it.
- Members also considered that an automatic P&DR process was key to addressing issues of equality, where some colleagues were hesitant to put themselves forward for promotion or salary review. An evidence-based approach that examined the performance of all staff every year, was more robust transparent and fair. The underlyingly constant is robustness.

3.1.4 The Convenor, Professor Waterhouse, concluded the discussion by commending the very useful principles that had been proposed as providing a sound foundation for progressing P&DR and embedding it firmly across the University.

3.1.5 The Committee looked at a framework for integrating HR processes related to performance, development and reward and welcomed the need to achieve much closer integration across HR policies. There was a clear concern that because many HR Policies had all been developed at different points in time, they lacked synergy and a new single integrated policy framework would offer a helpful way of addressing the current shortcomings of present policies. It was agreed to revisit this model once further work had been conducted on it.

## **3.2 Reward and Recognition for Teaching**

3.2.1 The Committee received a paper which was based on a debate at the meeting of the Senatus Undergraduate Studies Committee (SUSC) held on 4<sup>th</sup> March 2009, in which some changes to institutional policy were proposed in order to enhance further the University's strategies for recognising and rewarding teaching.

3.2.2 The SUSC provided several proposals for the Committee's consideration which are enumerated below:

- That teaching should be an integral feature of the process for academic appointments including induction. This would ensure that there was absolute clarity from the outset about the expectations upon staff to engage in teaching as part of their role. The allocation of a mentor for teaching may also be appropriate for those staff new to teaching.
- Ensuring that staff in leadership roles promote a culture that values teaching. One practical way of addressing this issue would be to ensure that the University's programme for leadership development covered issues about how to foster such a culture. It was also important to reward leadership in teaching across the University.

- Another important way of embedding cultural change would be to incorporate consideration of the quality of teaching into the annual P&DR process, which would both raise the profile and importance of learning and teaching and provide a systematic way to embed change across all areas of the University by establishing a clear link between PRD, promotion and reward.
- Greater sharing of good practice on the development and implementation of workload models across Schools was seen as a helpful way to provide support to staff.
- A fundamental challenge in rewarding excellence in teaching was seen as the need to be able to recognise it in the first place. Obtaining structured feedback from, for example, students, experienced colleagues and Heads of School would allow for a more comprehensive evidence base to be developed.
- Making Higher Education Academy accreditation within three years of appointment to the University a requirement for all academic staff would ensure that all levels of staff who were engaged in teaching had achieved the necessary level of proficiency in their teaching to fulfil their responsibilities. By adopting this more flexible approach to replace the current requirement for staff new to teaching to follow elements of the Post Graduate Certificate in University Teaching would mean that all staff would have a choice about how they achieved accreditation and it would not limit this requirement to only new staff.
- Consideration was given to whether to weight the various criteria across teaching, research and knowledge exchange and commercialisation and whether to introduce a minimum threshold for acceptable teaching as an integral part of the promotion process. It was agreed to look at other models to inform the Committee's thinking.

3.2.3 The Committee was asked to advise on the proposals made and to give general guidance. The following key points were made during the discussion:

- Staff should be rewarded for excellence across all areas of their work, comprising research, teaching, knowledge exchange and, where appropriate, leadership and not for excelling in purely one aspect.
- More advice and guidance on the types of evidence that might help recognise good teaching would be helpful.
- The promotions process needs to ask staff to provide evidence of their actual achievements rather than simply list the roles that they have held. What counts is that staff have demonstrated leadership and impact in teaching, research or leadership and management.
- It was recommended that the promotion criteria should encourage staff to make reference to any awards that they have gained, such as the recent EUSA Awards for Teaching excellence.

### **3.3 Workforce Performance Indicators**

3.3.1 The Committee received a detailed paper, which was now part of a series of papers that provided benchmark data to help the University measure the impact of human capital on the business. By using metrics as part of a more structured approach to informing and developing institutional strategy and policy with respect to our people management activities, we can assess, for example, the impact that sickness absence may be having on the business in terms of working days lost each year. This can in turn inform whether we need to introduce changes to our policies or

our management development programmes to improve upon present practice and reduce absence rates.

3.3.2 Research work undertaken by the CIPD along with Bath University, has highlighted that:

- People-management policies and practices can create better performing organisations.
- People data can help line managers understand what factors are likely to have a direct impact on their performance.<sup>1</sup>

3.3.3 The report provided a commentary on some issues that Staff Committee might wish to consider as important areas in which to enhance our institutional practice. In this regard a range of data was presented relating to workforce diversity. These covered: the age profile of the workforce, the percentage of employees from Black or Minority Ethnic (BME) backgrounds, the percentage of the workforce who are female, this included an analysis of the top 5% of earners who are female, the percentage of disabled staff and those on fixed term contracts. Data on the impact of sickness absence on the business and staff turnover and retention rates were also considered. A summary of the key considerations were that:

- the percentage of the workforce who are female at 51.05% is lower than both the HE average and median. The issue about the recruitment and promotion of women has been raised by the University Court and strategies for addressing the lower percentage of women across the workforce at Edinburgh are being addressed by the Vice-Principal for Equality and Diversity and the Director of Human Resources in discussions with Heads of College and soon, will be explored with Heads of Support Groups. Staff Committee will receive a report with recommendations based on the themes and advice obtained from these discussions. It is clear from discussions thus far that P&DR and mentoring are seen as important and effective strategies for providing enhanced career opportunities for all and which also ensure that women have equal access to development and promotion opportunities;
- the percentage of the top 5% of earners who are female is lower at Edinburgh at 19.92% than the HE average (26.9%) and median (25.0%). The University conducts annual equal pay audits in order to monitor the equity of our pay policies and these provide useful data to inform our approach to pay and reward across the University;
- the percentage of the workforce at Edinburgh that are recorded as having a disability stands at 0.79%. Whilst this is low, the HE average is only 2.6% and the median 2.2%. On a positive note, the results from a recent staff survey suggest that we have had an improved return. This may reveal more information about the percentage of our staff with a disability and at least provide the basis for further analysis;
- the percentage of the workforce employed on fixed term contracts at 20.86% is consistent with the sector average and median of 20.4% and 18.2% respectively. These figures will continue to be monitored and any significant changes analysed in more depth;
- the workforce composition suggests that there is good scope for succession planning because of the even spread of staff across the different age ranges. In

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<sup>1</sup> DLA Piper (2009), *HR Benchmark: Workforce Performance Indicators, Higher Education Report – 2008*.

fact, subject to the distribution of staff across the University by age, balanced against the level of their experience, the University may be well positioned to further enhance its opportunities for capacity building and nurturing our next generation of successful academics, researchers and managers;

- the percentage of black and minority ethnic staff at Edinburgh falls below the HE average and median statistics for all categories of employee, with the most pronounced gaps occurring amongst the operational and support staff, where only 4.61% of staff come from BME groups. One reason for this may be that these staff are often drawn from the local population, who would be from predominantly Scottish and white backgrounds. Staff turnover in these professions is also quite low. The largest concentration of black and minority ethnic staff (11.9%)<sup>2</sup> are employed in research, reflecting the international market for these roles. The new Race Equality Action Group may wish to provide advice on strategies for addressing the current low percentage of BME staff as part of a broader approach to effective talent management;
- in general, it was seen that three areas benefit the organisation through the successful implementation of diversity policies: people issues, market competitiveness and corporate reputation;
- the data on the level of sickness absence illustrate that overall, Edinburgh compares favourably in terms of working days lost per employee per annum, where at 5.03 days, this statistic falls well below the HE average and median at 6.8 days and 6.6 days respectively. These trends are also reflected across the different staff categories, where the statistics for Edinburgh show that the number of working days lost per employee per annum are consistently below the sector averages;
- the percentage of voluntary staff turnover is healthy for Edinburgh. A detailed debate followed on this subject, focusing on the need to achieve a balance between a healthy rate of staff turnover and the opportunity to ensure new blood against the need for a level of organisational stability. The following points were made in relation to staff turnover;
- members suggested that the fairly low turnover rate at the University offered good opportunities for looking at how we may wish to invest in the development of our staff, e.g. through secondments and other initiatives that would enable staff to broaden their experiences. This to ensure that we had ways of bringing in new ideas and new thinking to support the goals of the business;
- it was considered useful to establish the turnover rate for staff at Cambridge and Oxford as a comparison.

3.3.2 Members agreed that it would be important not to replicate the reporting and analysis of data currently covered by EOTAG. It was agreed to compare the nature of the reports that were produced by EOTAG to ensure there was not duplication.

### **3.4 Draft Quality People Development Plan**

3.4.1 The Committee received a paper on a draft Quality People Development Plan, representing the range of strategic activity in support of staff development across the University.

3.4.2 The paper proposed that initial discussions should focus on a Plan that would:

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<sup>2</sup> EOTAG Seventh Report 2007/2008

- Address the need for a more strategic and integrated approach to staff development matters across the University;
- Provide the basis for aligning the University's priorities for 'organisational development' and 'individual development';
- Establish a framework for fostering clearer links between development activities that are undertaken at Corporate, College/Support Group and School/unit levels;
- Provide a clearer focus for further discussions on the best ways of sustaining a 'high performance culture' in a world class research led institution;
- Inform the best way to use the University's key resources – its people and its money – in the context of the University's Strategic Objectives;
- In the longer term, broaden the scope, depth and impact of the University's talent management capability.

3.4.3 The following comments were made regarding practical outputs:

- The focus for 2009/2010 would be to build a web-based service supported by briefing sessions for managers and staff on Performance and Development Review.
- In particular, the Staff Development website would be reconfigured to locate all relevant information about staff development in one place.

3.4.4 It was concluded that the HR website would be further developed in line with the advice from Committee members.

### **3.5 Feedback on the Leadership Questionnaire**

3.5.1 Ms Gupta thanked the Heads of College and Support Groups for the very helpful feedback that Professor Waterhouse and she had received on the Leadership Questionnaire from their attendance at Policy and Resource Committees. Ms Gupta advised the Committee that careful thought was now being given to how best to take this work forward and confirmed that the committee would be kept updated on progress with this project.

### **3.6 Feedback on Discussions with Heads of College**

3.6.1 Professor Waterhouse thanked the three Heads of College for the very helpful discussions they have had with both Professor Waterhouse and Ms Gupta about their analysis of people management priorities for their Colleges and the University. The summary of these discussions would be collated in a paper for future consideration at Staff Committee.

## **4. Any Other Business:**

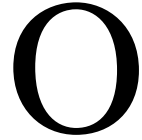
4.0.1 Professor Nigel Brown stated that there had been discussions with early career staff in the College of Science and Engineering with respect to the issue of nursery provision, which was regarded by many staff as offering an important benefit. Professor Brown felt that encouraging early career staff was important and therefore saw this as an issue for Staff Committee to consider. Professor Waterhouse reported her understanding that a paper concerning this issue would be published soon

arising from a separate discussion, but that this could provide a basis for a future debate at Staff Committee.

***5. Action***

**CMG is asked to note and comment on the report.**





The University of Edinburgh

Central Management Group

23 September 2009

**Revised Terms of Reference for the Staff Committee**

Brief description of the paper

This paper presents revised Terms of Reference for the Staff Committee and requests comment by CMG.

Action requested

CMG is invited to consider and recommend to Court approval of the revised Terms of Reference.

Resource implications

There are no specific resource implications.

Risk Assessment

The Terms of Reference are designed to ensure that the University has sound arrangements in place for the effective governance of its people management policies and practices.

Equality and Diversity

It is an integral part of the business of the Staff Committee to consider the equality and diversity implications of the proposals before it and the Terms of Reference and Committee membership take these considerations into account.

Any other relevant information

None.

Freedom of Information

This paper can be included in open business.

Originator of paper

Sheila Gupta  
Director of HR

15 September 2009

# Staff Committee – Terms of Reference

## 1. Purpose

It is the role of Staff Committee to exercise oversight of the University's approach to strategic HR, to ensure that it is managing its HR issues effectively, in keeping with good practice, and monitoring how HR strategies contribute to improved organisational performance. To this end, to provide advice and guidance to the Central Management Group and Court, with respect to the University's strategic priorities in relation to people management.

## 2. Composition

- 2.1. The Committee shall consist of 18 members:
  - 2.1.1 Members of the Staff Committee will be appointed by Court on the recommendations of the Nominations Committee which will take cognisance of ex officio membership.
  - 2.1.2 All members of the Staff Committee shall comply with the University's Code of Conduct and require to declare any interests which may conflict with their responsibilities as members of the Staff Committee (particularly important for external members).
  - 2.1.3 Those members who serve on the Committee and who are not ex officio, will initially be appointed for 3 years with eligibility to be reappointed for normally one further period of office.
- 2.2. Two members of Court shall be members of the Committee one of whom shall be a lay member of Court.
- 2.3. The Heads of the College of Science and Engineering and Humanities and Social Science and the three Support Groups shall be members of the Committee and if unable to attend may send a representative to be in attendance at the meeting and represent the views of the College or the Support Group.
- 2.4. In the case of the College of Medicine and Veterinary Medicine, the Head of the College will nominate an individual to represent the interests of the College who will be a member of the Committee. If this nominee is unable to attend, a representative may be in attendance at the meeting to represent the views of the College.
- 2.5. Other members of the Committee shall be:
  - i) The Head of a major research institute within the University
  - ii) The Director of Human Resources
  - iii) An external Director of HR from industry commerce or the professions
  - iv) One external member drawn from such bodies as: an employer's organisation, a Leadership Organisation, or a significant stakeholder body such as RCUK.
- 2.6. The Vice-Principals and Assistant Principals with responsibility for:
  - i) Academic Enhancement;
  - ii) Equality and Diversity;

- iii) Internationalisation;
- iv) Planning, Resources and Research Policy;
- v) Research Training and Community Relations; and
- vi) Taught Postgraduate Programmes

shall also be members of the Committee.

- 2.7 The Head of Human Resources from the College of Medicine and Veterinary Medicine shall always be invited to be in attendance at meetings as a representative of the senior HR community and shall receive all papers unless otherwise determined.
- 2.8 The Convener of the Committee shall be the Vice-Principal for Equality and Diversity.

### **3. Meetings**

- 3.1 The Committee shall meet as required to fulfil its remit and will meet at least three times in each academic session. The Committee may consider urgent matters through correspondence.
- 3.2 Minutes, agendas and papers will normally be circulated to members of the Committee at least five days in advance of the meeting. Late papers may be circulated up to two days before the meeting. Only in the case of extreme urgency and with the agreement of the Convener will papers be tabled at meetings of the Committee.
- 3.3 Non-contentious or urgent matters not on the agenda may be considered at a meeting subject to the agreement of the Convener of the meeting and the majority of members present.
- 3.4 Papers will indicate the originator/s and purpose of the paper, the matter/s which the Committee is being asked to consider and any action/s required and confirm the status of the paper in respect of freedom of information legislation.
- 3.5 Six members of the Committee shall be a quorum. The Convener or Director of Human Resources must be present at all meetings for the meeting to be quorate.
- 3.6 A formal minute will be kept of proceedings and submitted for approval at the next meeting of the Committee. The draft minute will be agreed with the Convener of the Committee prior to circulation and in the case of the absence of the Convener at a meeting the Committee member appointed to act as Convener for the duration of that specific meeting. The Director of HR will normally Chair the meeting in the absence of the Convener.
- 3.7 The agenda and papers will be sent as appropriate to all those in attendance, normally five days in advance of the meeting.

### **4. Remit**

- 4.1 To be proactive in providing advice and guidance on the strategic direction of the University's overall human resource objectives and the policies designed to achieve them.

- 4.2 To encourage innovation in setting sector standards with respect to the University's employment policies.
- 4.3 To receive advice from and provide support to the Director of HR in relation to matters of corporate interest and provide a forum for input, discussion and feedback on contemporary HR practice.
- 4.4 To identify external and internal developments and drivers which are relevant to the University's success to help inform its strategic HR priorities.
- 4.5 To keep under review arrangements for monitoring staff attitudes and opinions and to advise the Court accordingly.
- 4.6 To ensure the University's HR strategies and their implementation continue to be consistent with stakeholder expectations.
- 4.7 To give due consideration to issues of diversity in all areas of work.
- 4.8 To monitor the University's key performance indicators with regard to its strategic HR objectives as agreed by Court.
- 4.9 To provide advice on the effective management of the key risks the University is seeking to manage in the context of realising its HR Strategy.

## **5. Other**

- 5.1 The Staff Committee shall report to Court via the Central Management Group and the Finance and General Purposes Committee because of its remit to ensure the effective management of the University's resources. A report on issues discussed at each meeting will be provided to the subsequent meeting of Court.
- 5.2 The Committee will from time to time undertake a review of its own performance and effectiveness as part of the overall review of the effectiveness of Court and its Committees and report thereon to Court.
- 5.3 In order to fulfil its remit the Committee may obtain external professional advice as necessary.
- 5.4 Agenda, papers and approved minutes will be published on the University's internet in accordance with the University's agreed publication scheme and status of the above in respect of the freedom of information legislation. This will include details on the membership of the Committee.

The University of Edinburgh

Central Management Group

23 September 2009

## **Report from the Space Management Group**

### Brief description of the paper

This paper reports on discussion at the Space Management Group held on 19 June.

### Action requested

CMG is invited to note the report and:

1. **endorse** the SMG recommendation to increase the room cancellation charges (both for cancellations received after 1 August and 'no shows' when a room is booked but found empty at the time of survey) in 2009-10 in line with NPRAS rate.
2. **endorse** the revised NPRAS Policy – Appendix 1
3. **note** progress with the timetabling project.

### Resource implications

Does the paper have resource implications? Yes

### Risk assessment

Does the paper include a risk analysis? No

### Equality and diversity

Does the paper have equality and diversity implications? No

### Freedom of information

Can this paper be included in open business? Yes

### Any other relevant information

The paper will be presented by the Vice- Principal for Planning, Resources and Research Policy.

### Originator of the paper

Maureen Masson, Business Manager, and Angela Lewthwaite, Administrative and Committee Officer, Estates and Buildings

### To be presented by

The Vice-Principal for Planning, Resources and Research Policy

## **Space Management Group report to CMG**

The Space Management Group under the chairmanship of VP Steve Chapman met on 19 June 2009. The following papers were discussed.

### **1. Room Booking Update**

#### **Room Cancellation charges 08-09**

As a follow on from CMG (26/3/08) endorsement that Schools be charged for late teaching room cancellations and 'no shows', the Room Booking Unit has collected ~£16k. The income will be re-invested to cover the costs of continuing to monitor space utilisation and software to help with this task.

SMG recommended that late cancellation charges received after 3 August and 'no shows' should be increased from £80 to £90 in line with the NPRAS rate and that this rate should increase annually.

#### **CMG is invited to endorse this recommendation**

#### **Booking Request Period**

SMG **noted** that the shortening of the booking request window from six to four weeks had been successful with confirmed bookings being received by Schools earlier than in previous years. SMG **agreed** that the Booking Unit would keep under review a possible reduction of one additional week.

#### **Contingency Teaching Spaces Forresthill and Adam House**

SMG **noted** the heavy usage of Forresthill and Adam House in the current academic year. SMG **agreed** that Forresthill would remain open for future years as part of the business continuity plan for central room bookings while refurbishment work is being carried out on William Robertson Building and/or the David Hume Tower. The critical need for the implementation of the academic timetabling project was re-affirmed.

The ground floor of Adam House would also remain in use as a lecture theatre space for 2009-10 whilst refurbishment work in the Teviot and Meadows Lecture theatres was ongoing.

### **2. Revisions to the New Planning and Resource Allocation System (NPRAS) Policy**

In order to provide equity to all schools and planning units affected by the NPRAS policy, SMG recommended and **endorsed** the following 2 amendments:-

- i. There would be no trading between existing school controlled teaching space and centrally bookable rooms while the initiative, linked to the University timetable review, to include school controlled rooms in the EBIS room booking system was being progressed. The school rooms would continue to be allocated and managed by the School using EBIS. The only change would be that the bookings would be visible via an electronic booking system.
- ii. The costs of adding new or additional rooms to the central pool, including equipment costs, which are needed to meet core business activity, should be borne by central University budgets.

SMG **agreed** that Estates and Buildings should not be expected to bear the additional costs of this type of activity, and should receive additional funding from central University budgets as NPRAS

would not give a transfer leaving E&B with a deficit. It was also agreed that additional funds be made available to support the AV teaching equipment provision for these areas.

The remaining additions to the policy were clarification of the existing treatment of space over the last 2- 3 rounds of the Space Audit update process.

The revised NPRAS rates would be adjusted annually, and would be used for space trading, under the Space Audit process.

### **NPRAS adjustment rates for 2010/2011 - Devolved Utilities**

SMG **agreed** that new buildings would have the utility rate included in the NPRAS charges under point 3.iii (a) of the revised policy, only for the first year of new buildings, these rates would be paid by Estates and Buildings. Thereafter the utilities budget would be transferred to Colleges and the NPRAS rate amended accordingly.

The Utilities Steering Group is overseeing arrangements for communicating the methodology, objectives, new rates and indicative budgets for devolved utilities budgets for existing buildings, new buildings and those buildings with multiple occupancy. A road-show for Schools and Planning Units is also being planned and a communication to all staff via the Bulletin.

### **CMG is invited to endorse the revised NPRAS Policy attached as Appendix 1.**

### **3. Academic Timetabling – Update**

SMG received a report that CMG and APC on 22 April 2009 had fully supported and endorsed the recommendations of the Academic Timetabling Review Report. SMG was advised that negotiations were coming to a conclusion and was hopeful that Dr Nick Hulton, Dean of Teaching & Learning of College of Science and Engineering would lead the project.

SMG was advised that Estates & Buildings would commence the exercise to consolidate all school controlled rooms managed by Schools/Colleges (to include teaching facilities and laboratory room facilities) into Estates & Buildings EBIS database. The exercise would be carried out on a phased basis and would commence with the College of Science Engineering. Thereafter room booking contact staff would be trained to use the system. A briefing note will be distributed to Heads of Colleges/Schools/Administrators to advise on CMG decision and the benefits of consolidating school controlled rooms into one system. Further liaison regarding the phased and training programme will be progressed as soon as possible.

College representatives will liaise with Heads of Schools to encourage room bookers to use the EBIS room booking system and training would be given by the Central Booking Unit.

### **CMG is invited to note progress.**

### **4. Learning & Teaching Spaces Advisory Group (LTSAG)**

SMG was advised that many issues in relation to Learning and Study Space had been discussed at Senatus on 18 February 2009 where strong messages were received from students and staff about the need for student-friendly study and social spaces and the wish to develop “School ethos”.

The aspiration of LTSAG would be to produce multi-function space, meeting formal teaching and informal learning requirements that would be well used throughout the day and into the evening. SMG **noted** the following issues/comments from the LTSAG sub-group:

## **Appraisal of Incidental Spaces for Study/Social Spaces to enable staff/student interaction**

LTSAG had a key role in stimulating Schools and students to think about their environment and how it could be improved. Long & short-term plans continued to be progressed on incidental spaces. It was felt imperative that opportunities within the University's estate should be viewed "through fresh eyes" and, in particular, through the eyes of students. One idea to achieve strong engagement with the student population was via a prize competition to elicit student ideas (using photographs of spaces and descriptions or sketches of how they might be used). Some funds were already available to realise the winning entry, but all ideas were potentially valuable as exemplars and some could be implemented with support of the relevant Schools by prioritising them as Small Capital Projects. SMG welcomed and **endorsed** this initiative. EUSA was encouraged to take a forward-looking approach to space and feed ideas into the estates strategy review 2015-2020.

## **Optimising Use of Centrally Booked Rooms for Informal Learning**

LTSAG is working on policy proposals to optimise usage of CB rooms both for formal teaching and informal learning, and associated costings. It aims to identify a maximal set of rooms suitable for student study use that could be available when not already booked for teaching. The rooms would be clearly identified by a "green spot". These would be available for booking by students through the existing MyEd system but also available for informal use. It was considered essential to permit eating and drinking during informal use of these rooms. A clear policy would be required to ensure that students behave responsibly and keep the rooms clean and tidy, together with a costed strategy for maintenance and waste management.

SMG was advised that a paper would be brought to a future SMG meeting with completed costings so that decisions could be reached on funding.

## **Project Briefs – Embed Social/Study Spaces**

SMG was advised that learning and teaching spaces, including informal social/study spaces would be routinely addressed when formulating project briefs and would be included into the design specification for future new builds or major projects. It was also **agreed** that LTSAG would be routinely consulted by E&B colleagues as part of the design process and the development of Outline Business Cases.

## **5. Space Audit – Update**

SMG **agreed** that Heads of School and School Administrators communicate to space contacts the importance of completing space usage/records accurately as the process would augment the 'devolved utility process stated in Item 2 above.

SMG **agreed** to circulate a note to the Space contacts and Heads of Schools regarding the changes to the NPRAS rates/devolved Utilities. This would be carried out in October as part of the general note/guidance for the next round of space updates.

## **6. School Visits**

### **Main Library 22 May**

SMG complimented Estates & Buildings on the innovative work carried out on the upper floors of the Main Library. The refurbished ground floor was most impressive adding to quota and choice. The 18 group study pods accommodating up to seven students in semi-private spaces for group work was noted. Also noted was the new study space which complemented the quiet study space already completed on the 5th floor.



## **Informatics (Appleton Tower) - 15 June 09**

SMG **noted** that all levels of Appleton Tower were impressive with the lecture theatres retaining a good standard of décor after 3 years of use. Utilisation levels were positive, and favourable feedback had been received re the mezzanine floor. The maths base on Floor 2 was particularly useful. The commercialisation space on the upper floors was beginning to get populated. Work to the basement floor continues. All the informatics teaching rooms were noted in good order.

SMG commended the Appleton Tower internal refurbishment project as a great success.

## **7 . EMS Trends - Sector comparisons**

### **Indicators incl. Space v Income - staff - students**

SMG was advised that the University was above 25% in space occupancy, a positive increase. This information would be included into the Estates Strategy 2010-2020.

### **SMG model for UoE sustainable estate**

Analysis of comparative KPIs was in progress. Sector-wide models were available and the data was encouraging.

Maureen Masson, Business Manager, and  
Angela Lewthwaite, Administrative and Committee Officer  
Estates and Buildings  
5 August 2009

## NPRAS – Revised Policy August 2009

### 1. Mode of measurement used

The Royal Institute of Chartered Surveyors (RICS) code of practice is used to measure all areas within the University's estate.

### 2. Definitions of Terminology

Gross Internal Area (GIA)	RICS definition that reflects the area within the external walls including internal partitions
Net Area (NIA)	Net Assignable area in the Estates and Buildings Information System (EBIS) - actual Room Area with no allowance for internal walls or balance space such as corridors, toilets, plant rooms etc.
Voids	Spaces with no useable floor area such as upper areas of an atrium Professional judgement needs to be made on voids in stairs and other areas

### 3. NPRAS Principles

- i. All useable space is traded whether or not it is contiguous, and with no lower limit set.
- ii. Transactions are carried out at College/Support Group level.
- iii. Transactions are based on the increase or decrease in Net Assignable Space. Variations to these are:-
  - a) New Build / Buildings due for demolition

where a new and/or whole identifiable building is either being occupied or vacated respectively. In these circumstances the Gross Internal Area will be used as defined above. A decision about what constitutes a whole building is at the discretion of the Director of Estates and Buildings and the Vice-Principal for Planning and Resources.

Calculating Gross Internal area charges for new Builds. The following room areas will be deducted from the gross internal area of the new bldg, and the balance will be charged at the appropriate bldg rate.

- roof terraces
- voids

#### b) Major Refurbishments

Over the course of a major refurbishment NPRAS is suspended and the space treated as neutral. Any additional temporary space to facilitate a refurbishment is not charged under NPRAS, for example, hire/rental of temporary accommodation for decant/storage space. These associated costs would need to be borne by the project itself.

When a building is re-occupied following a refurbishment (and there has been no increase to the Gross Internal area) then NPRAS reflects the new assignable space with no space trading.

Where a building is re-occupied following a refurbishment but the Gross Internal area has increased by way of an extension, then the existing building has no space trading but the

extended area would be charged at the Gross Internal area, subject to the same deductions outlined in item a) above.

Colleges / Support Groups will still however receive a credit under NPRAS for any space elsewhere which is mothballed as part of the above type of project. (see point 4.iv)

c) Extensions to existing buildings

If there is an extension to an existing UofE property then, the gross internal area of the new build will be added to the net space (rooms assigned to departments, excluding corridors, etc) of the existing property.

Note: The Gross Internal area of any extension will be subject to the same deductions outlined in item a) above.

d) Private property transferred into the Estate Portfolio

Space in this category will be treated in the same way as space where a New build has taken place – see item a) above. An example would be where a private bldg, which may have previously been occupied either in part or whole by UofE, was brought into the estate portfolio.

e) If a new build or extension is going to accommodate more than one College/Support Group unit, then the following treatment would apply.

The percentage of net space occupied by each unit will be calculated, and then the corresponding percentage of 'balance space' (corridors, stairs, w.c. plant rooms etc) will be apportioned to each unit. This m2 area will then be multiplied by the bldg rate, to arrive at the Gross internal area charge.

#### **4. Additional criteria**

iii. Transactions for space transfers in accommodation which are not part of E&B core operating budgets will be treated as neutral and excluded from the NPRAS.

iv. Embedded Space in National Health Service Trust Property is included.

There is an existing agreement between the University and the Hospital Trust. As with NPRAS, this charge is revised annually with the previous years uplift around 2%.

v. Self funded units and / or rented space is excluded from NPRAS.

vi. Mothballed space will be traded at full value of the agreed rates. The differential between the rate and the actual savings to Estates and Buildings will be made up from corporate funds, as authorised by the Vice-Principal for Planning and Resources.

vii. There would be no trading between existing school controlled teaching space and centrally bookable rooms while the initiative, linked to the University timetable review, to include school controlled rooms in the EBIS room booking system is being progressed. The school rooms would continue to be allocated and managed by the School using EBIS. The only change would be that the bookings would be visible via an electronic booking system.

[Note that any school controlled teaching rooms which are traded between Schools or mothballed would be governed by the other NPRAS rules.]

- viii. The costs of adding new or additional rooms to the central pool, including equipment costs, which are needed to meet core business activity, should be borne by central University budgets.
- ix. For buildings that come on stream during the year, it may be appropriate to charge for part of a year at the discretion of the Vice-Principal for Planning and Resources. Additionally, a credit will be provided for space that is given up.
- x. The Space Manager will follow the policy but is not empowered to amend or set aside the agreed policy. Disputes will be settled by Vice-Principal for Planning and Resources and the Director of Estates and Buildings and their decision will be final.

## **5. Timescales and Process**

- i. Each College/Support Group/School/Business Unit has nominated space contacts who are responsible for keeping their space records up-to-date. Returns are made from the 1<sup>st</sup> October each year and project the position to end-September in the following year. Financial adjustments as a result of space changes are reflected in the following financial year. For example, the audit commencing 1 October 2008 reflects spaces changes made up to the 30 September 2009. Any financial transactions arising from this will be reflected in financial year 09-10.
- ii. **Space representatives will be able to make returns at any point during the year for the 2009 space audit**, up until a final closing date of end-May. The Drawing Office will then update the database by end-June. Data are downloaded to a data warehouse and used to determine full economic cost rates. NPRAS space transfers are published August -September and the target date for agreement by Estates and Buildings and Colleges/Support Groups is end-October.

## **6. Currently agreed NPRAS rates**

CMG agreed the NPRAS rates based on the level of expenditure it takes to keep University buildings in a sustainable condition. Each building has been allocated a rate (previously these were calculated at room level) and space trading within a building will be at a single rate.

For Planning and Budgeting purposes, the rates will be subject to inflation on an annual basis. Estates and Buildings calculate inflation each May/June annually following the conclusion of the Utilities procurement process, and this figure will be reviewed and a figure based on a forecast for the subsequent financial year will go to CMG in November. The agreed rates will then be published in the Planning Guidance in December.

For the devolving of utilities budgets (for existing Buildings), the utilities element will have to be stripped out of the current NPRAS rate, which will reduce the rate per square metre for the forthcoming figures in December 2009 and so impact on 2010/11 budgets. New buildings will have the utility rate included in the NPRAS charges under point 3.iii (a), for the first year of the buildings life only, and these rates paid thro Estates & buildings. Thereafter the utilities budget for new build will be transferred to the college and the NPRAS rate amended accordingly.

The current NPRAS rates, reflecting space transfers up to 30<sup>th</sup> September 2009, can be found under Item 2, at the following link to the Gasp website:

<http://www.planning.ed.ac.uk/edin/PlanBud/Round/200910/Addenda.htm>

The following year's rates will be issued by GaSP along with the guidance for the 2010/11 Planning Round.



The University of Edinburgh

Central Management Group

23 September 2009

**Security Advisory Group – Annual Report**

Brief description of the paper

The attached paper is a report from the Security Advisory Group [SAG] for the year 1st August 2008 to 31st July 2009.

Action requested

CMG is invited to **endorse** the revised Security Policy. The Policy incorporates SAG's recommendation that the wearing/display of staff ID cards should be mandatory for reasons outlined in the paper.

CMG is invited to **note** the actions taken to deter post-exam inappropriate behaviour in the public thoroughfares, and that the approach will be reviewed annually.

Resource implications

Does the paper have resource implications? Yes - if property or equipment is stolen or vandalised, the costs could be considerable.

Risk Assessment

Does the paper include a risk analysis? No.

Freedom of information

Can this paper be included in open business? Yes

Paper to be presented by

Angus Currie  
Convener of Security Advisory Group  
15 September 2009

# Security Advisory Group Annual Report 1 August 2008 to 31 July 2009

## Security Policy Revised – Appendix A attached

SAG recommended at its meeting on 11 June 2009 that the Security Policy be amended to include the formal directive that staff should wear ID cards for the following reasons:-

- To protect University property & contents including computing equipment. Buildings are currently insured for £1,212,000,000 and the contents value is £158,000,000;
- So that staff members are clearly identified as such;
- To empower staff - ID would give individuals an identity to challenge unauthorised persons;
- To enhance security and personal safety awareness;
- To assist the Security Service section to identify people;
- To deter the opportunist thief looking to steal university or personal property not covered by the University's insurance eg. laptops, mobile phones and other electronic equipment

SAG considered that in order to achieve the five aims contained in the Security Policy, it is essential that the University formalise the directive that all staff display their ID cards.

Last year CMG reaffirmed its commitment to the principle of displaying ID Cards. Whilst Staff are periodically reminded via a number of publications to wear their security ID Card, the practice is not being followed.

**CMG is invited to endorse the recommendation that all staff wear/display their ID cards**

## Swipe Card access systems - Issues surrounding the installation, maintenance etc

SAG recommended that a Swipe Card Policy was required to support the estates infrastructure. Discussions are in progress with regard to ownership of this project in order to take forward this initiative.

## Post Exam Celebrations - Disturbance Outside Exam Halls

As a follow-on to CMG support (Meeting 18 Jan 09) the following actions were taken to eliminate unacceptable post examination behaviour:-

- Additional servitors and security staff were positioned at key locations (eg Adam House & the Quad) at key times.
- Environmental Health and the Police were asked to pass key locations at key times.
- The Code of Discipline was amended to read: "action likely to cause injury or impair safety on University premises" and "conduct which constitutes a criminal offence... where that conduct... took place on University premises", was amended to address similar behaviours " in the vicinity of" University premises;
- Additional notices were posted at exam locations stating that offending students would be dealt with and would be liable for any clean up costs incurred by the University or the City Council.
- All-student email, and notices emphasising the impact of such behaviour on members of the public, servitors etc were distributed. The information advised that Police would take action against anyone found drinking alcohol or causing a disturbance outside exam halls.

Despite all the above actions taken to ensure the safety of students, post-exam problems were still prevalent, though marginally less than last year. This issue will be reviewed annually to consider whether the approach needs to be loosened or tightened.

**CMG is invited to note that this issue would be reviewed annually.**

## **Risk Management - Assessment of All Buildings**

A security survey had been carried out on University buildings and the estate-wide survey is almost complete. Written reports and risk scores (to re-categorise high risk buildings) will shortly be available. The process had been beneficial for two reasons:

- 1) It is a tool for local management and corporate security services to concentrate appropriate security resource on the most sensitive areas of the University;
- 2) It informs Works Division on the condition of buildings relative to security.

**CMG is to note the benefits of the survey.**

## **High Profile Events**

High profile events are now being categorised / banded in order to estimate the demand made on the University's Security Service and other support staff. The procedures are assisting in the management of VIP events.

The increase of high profile visits place continues to place significant demands on the security service and impacts on the core security service. This has placed increasing year on year demands on the security service with other priorities having to be reviewed and service levels revised to accommodate.

The creation of a small group of security officers dedicated to dealing with events and anti social behaviour in the central area is being explored

**CMG to note that the VIP visits are increasing year on year and risk and resource implications will be reviewed periodically.**

## **CCTV/ Anti –Social Behaviour Unit**

The problems re undesirables around Meadows/Bristo Square continue and the University is endeavouring to obtain a dispersal order. A letter has been sent from the Director of Corporate Services to the Chief Constable and the City of Edinburgh Council, outlining the significant problems.

The City Council have created a Safer Communities Department which now incorporates the Anti-Social Behaviour Unit including environmental wardens. University Security staff are liaising with the Unit to address the issues arising from anti-social behaviour across the University Central Area.

The displacement of undesirables continues to be monitored and information shared with police and local authorities in order to gather sufficient evidence to allow a dispersal order to be granted.

The Security Advisory Group noted that security staff do not have the same power as the police and cannot forcibly move persons on from public areas such as surrounding streets. This message will be conveyed to the University community in order to manage expectations.

**CMG is invited to note the position.**

## **CCTV**

Liaison with the City of Edinburgh Council regarding the possible integration of part of the University system with the city wide scheme has been placed in abeyance due to building refurbishment in the central area requiring cameras being removed. This matter will be reviewed regularly.

## **SUMS (Southern Universities Management Services) Review of Security**

The recommendations from the SUMS benchmarking exercise carried out in 2008 of the University's security service continue to be implemented.

### **Regulation of Security Operatives - Private Security Industry Act 2001 (as amended)**

*Background Information - The Security Industry Authority (SIA) was formed in 2006 and extended to Scotland in 2007 to deal with the security service industry transition to regulation and licensing.*

A training and SIA licensing programme was completed for 80 staff during the year. This licensing programme was required in order to comply with public entertainment and alcohol licensing laws. The SIA have confirmed that "in house" security staff are not required to be licensed for any other activities than those previously identified.

### **Reported Incidents – Trend**

Reported crime incidents for the year had decreased by 5.7 % from the previous financial year as illustrated in the table below:-

	<b>2001/02</b>	<b>2002/03</b>	<b>2003/04</b>	<b>2004/05</b>	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>
Totals	405	340	395	447	603	445	407	384
Value (£)	69044	26868	29465	52730	56857	35009	103252	14970

The number of incidents has fallen but the cost has risen this year.

The highest value items targeted this year were contractors plant such as a JCB and a compressor which is not surprising due to the scale of building work going on across the University. Laptop computers and other electronic equipment continue to pose problems. The theft of data projectors has reduced slightly and the robust system of checking lecture rooms containing this equipment has obviously helped.

Included within the recorded incidents were acts of vandalism which decreased from 118 to 84 and thefts from academic buildings decreased from 60 to 53. Incidents of assaults on persons increased from 9 to 12.

### **Edinburgh Student Safety Forum**

This Forum meets every six weeks with the aim of improving student safety on campus and across the city. It is attended by the University Security Officer and Student Association representatives.

The 'Safercity' pocket-sized booklet, funded by the City of Edinburgh Council, is an excellent publication which was distributed to all Freshers' week students.

As with all major cities, Edinburgh continues to develop and refine its Major Incident and Business Continuity plans in case of any terrorist attack.

### **Liaison with Police**

Members of the Security Advisory Group continue to meet with Senior Officers of Lothian and Borders Police to discuss matters of mutual interest. A meeting with police from the Central Division and the Midlothian Division at Easter Bush was held at Old College on 14 May 2009.

Good levels of co-operation continue between the University and the Police Authority.

Angus Currie  
Convener of Security Advisory Group  
15 September 2009



## SECURITY POLICY

### Mission Statement

Security is an important aspect of university life and the University community should be fully committed to achieving the aims set out in this policy. Staff and students need to work together to create and maintain a safe and secure environment.

### Policy Aims

The University will:

- Provide and promote as far as reasonably possible, a safe and secure environment for all users
- Make reasonable efforts to protect its property
- Encourage all users to promote a secure environment through their own conduct
- Provide an agreed level of response against criminal activity affecting the university
- Attempt to monitor authorised access and prevent unauthorised access to university property

### Security Section Aims

The University Security Section will:

- Establish a realistic level of risk on campus
- Outline procedures to deal with reports of crime, threats and damage
- Identify trends and react quickly to remove or reduce risk
- Raise security awareness in the university community without engendering fear

### Key Objective

The key objective in security terms is to be aware of all unauthorised persons who may be in or on university property. ***“To assist in the achievement of this objective, it is mandatory for all staff to display their ID cards.”***

### Authorised Persons

Authorised persons can be classified as, staff, students, contractors, statutory visitors or visitors. All such persons should display proof of identity. All others are unauthorised. CMG has endorsed a recommendation from the University’s Security Advisory Group that all staff be encouraged to display the University of Edinburgh ID Card at all times. This decision was taken in order to enhance security and personal safety awareness.

Authorised persons should be alert to any unauthorised person on university property and appropriate steps should be taken to report suspicious activity to the security division as soon as possible.

Any unauthorised person found on university property should be asked to justify their presence and to account for any property in their possession.

The University reserves the right to refuse entry to any unauthorised person.



The University of Edinburgh

Central Management Group

23 September 2009

**Quarterly Health and Safety Report: (Apr – June 2009)**

Brief description of the paper

This Paper presents information on accident/ incident statistics which have occurred during the quarterly period April to June 2009.

11 incidents which were Reportable to the Enforcing Authorities are summarised. Two casualties sustained Specified Major Injuries; 7 injuries led to more than 3 days absence from work; 2 incidents resulted in a member of the public attending hospital as a direct result of the incident.

Developments and issues covered in the Report include: (1) pandemic flu preparedness (2) needlestick injuries and campaign (3) counter-terrorism legislation – work with Schedule 5 materials (4) Scottish/northern centre for biosafety training (5) safety during the Edinburgh Festival/Fringe (6) UoE/CHASTE collaboration with Spanish Universities.

Action requested

CMG is requested to note the content of this statistical report, including the more detailed accident etc. information in the Appendix.

Resource implications

Does the paper have resource implications? No

Risk Assessment

Not relevant.

Equality and Diversity

No particular equality and diversity implications attach to the above.

Any other relevant information

None

Originator of the paper

Alastair G. Reid, Director of Health and Safety, 14<sup>th</sup> September 2009

Freedom of information

Can this paper be included in open business? Yes

## Health and Safety Quarterly Report 2008/2009

Quarterly reporting period: 1<sup>st</sup> April 2009 – 30<sup>th</sup> June 2009

### Accidents and Incidents

Type of Accident/Incident	Qtr 1 Apr' 09 – 30 June '09	Qtr 1 Apr '08 – 30 June '08	Year to Date 1 Oct '08 – 30 June '09	Year to Date 1 Oct '07 – 30 June '08
Fatality	0	0	0	0
Specified Major Injury	2	0	2	3
> 3 day Absence	7	3	17	11
Public to Hospital	2	8	8	16
Reportable Dangerous Occurrences	0	0	0	2
<b>Total Reportable Accidents / Incidents</b>	<b>11</b>	<b>12</b>	<b>27</b>	<b>32</b>
<b>Total Non-Reportable Accidents / Incidents</b>	<b>72</b>	<b>102</b>	<b>281</b>	<b>346</b>
<b>Total Accidents / Incidents</b>	<b>83</b>	<b>114</b>	<b>308</b>	<b>378</b>

*Further information by College/Support Group is shown in Appendix One*

*The incidents reported to the Enforcing Authorities during the quarter comprise:*

- Postgraduate splashed a mixture of dimethyl sulphoxide, propylene glycol and spirinolactone in eye, as syringe was blocked. Attended A&E as a precaution, no injury. (*Public to Hospital*).
- Employee was bitten by a dog whilst attempting to muzzle it. Dog was known to be aggressive and procedures were followed. IP was kept in hospital overnight and received IV antibiotics. Owner was asked to remove dog. (*SMI*).
- Postgraduate cut finger with scalpel whilst cutting dog tissue. Went to A&E for tetanus inoculation as a precaution. Full training had been received. (*Public to Hospital*).
- Employee tripped on slightly uneven footpath outside Darwin Building. IP was in foot support after recent foot surgery. Footpath inspected – minor misalignment of slabs repaired by E&B. (*>3 day injury*).
- Employee rose after cleaning shower and jerked knee. The injury occurred on the 3rd June after which the IP continued to work with no apparent ill effect until she attended her GP on the 19th June, when a torn ligament was diagnosed. (*>3 day injury*).
- Employee fractured wrist after falling on broken path outside Grant House. Area cordoned off and repaired. Construction vehicles had been seen parked on these slabs. Contractors reminded not to park there and additional checks undertaken by security staff during the construction period. (*SMI*).
- Employee pulled fridge forward to clean behind and injured back. Refresher manual handling training had only recently been undertaken and IP stated she was following procedures. Procedures for this task reviewed. (*>3 day injury*).

- Employee slipped on muddy footpath next to John Burnett House, Pollock Halls. Bruised and swollen ankle. Footpath inspected more frequently and cleaned as appropriate, during construction works. (>3 day injury).
- Employee lifted lid on a large Euro bin and jerked her shoulder when inserting rubbish bag. Bin lids are supposed to be opened first thing in the morning and remain open for cleaners. Situation will be monitored. (>3 day injury).
- Employee pulled out fridge to perform PAT test. Fridge was on carpet which may have contributed to unexpected resistance, and caused IP to jerk shoulder. IP will receive manual handling refresher. (>3 day injury).
- Employee was attempting to hang a heavy door when it slipped and he strained his left arm. Risk assessment has been reviewed and task is now defined as a two-man job. (>3 day injury).

## **Further Developments and Issues**

### **Pandemic flu preparedness**

The advent of Mexican swine (H1N1) flu in April 2009, and the subsequent declaration of a level 6 pandemic by WHO in June, caused an inevitable ramping up of the University's pandemic flu preparedness measures, planning for which had begun in academic year 2005/06.

Much work on this public health issue has been done over the period of this Quarterly Report. Pandemic flu preparedness is the subject of a separate Paper to this meeting of CMG.

### **Needlestick injuries and campaign**

Despite a fairly recent campaign to draw attention to, and raise awareness of, this issue, some incidents persist, and a cluster of needlestick injuries occasioned investigations. Of particular concern are needlestick injuries which have the potential for infection with biological agents, or chemical contamination.

A fresh needlestick awareness campaign is being formulated, which will utilise a range of media to press home this message once more.

### **Counter-terrorism legislation – work with Schedule 5 materials**

The UK Home Office has indicated to the Northern Biological Safety Officers Group that the current system for control of the storage and use of Schedule 5 (Ant-terrorism Act) biological agents and toxins is being significantly amended. The Schedule 5 list is to be split into high, medium and low risk categories of material, with appropriate physical and personnel precautions relating to each category, rather than the current blanket approach.

The Home Office is to offer institutions desk top exercises to introduce the new system. We await this development, following which the physical precautions aspect of activities involving Schedule 5 materials will likely need to be reviewed, and the personnel precautions aspect revisited in the light of the new arrangements.

## **Scottish/Northern Centre for Biosafety Training**

Following the last annual conference of the European Biological Safety Association (EBSA), the organisation which is pioneering the introduction of formal competence standards for biosafety and biosecurity practitioners in Europe, the University of Edinburgh has agreed to lead on the setting up of a Scottish/Northern Biosafety Training Centre. This Centre will serve the northern UK in providing a programme which will train practitioners to the appropriate competence level.

An initial planning meeting has been held in Edinburgh and arrangements will progress, with a number of colleagues at other Scottish Universities contributing to planning, implementation and delivery of this programme.

## **Safety during the Edinburgh Festival/Fringe**

New arrangements for the co-ordination of health and safety management on University property, during the Edinburgh Festival/Fringe period, were put in place prior to the 2009 event. These arrangements involved closer teamwork between Edinburgh First, Estates and Buildings, Health and Safety, EUSA, venue controllers and production companies, including the appointment of a temporary events co-ordinator for health and safety, by Edinburgh First.

The 2009 Festival/ Fringe passed off without significant reported accidents, or health and safety related incidents. Human and vehicle traffic management in the Bristo Square area was greatly improved, with a significant lessening in risk exposure in this area of activity.

Some valuable lessons were still thrown up by this year's event, however, and plans are moving forward to further tighten the control of health and safety management, as one element in the ongoing formalisation of the University's relationship with the Festival/Fringe.

## **UoE/CHASTE collaboration with Spanish Universities**

The Director of Health Safety was approached in early August by the Technical Adviser to the Secretary General of Universities, in the Spanish Ministry of Education, and meeting took place on 11<sup>th</sup> August in Old College to discuss (a) a collaboration with the Spanish Universities, and other hand-picked European partners, on helping bring consistency to health and safety management across Spain's 50 Universities, in response to a Royal Declaration; (b) the success of the Scottish Funding Council's CHASTE Project and its relevance to the Spanish HE sector; (c) assistance from this University to the Ministry in its preparation of a top-down pandemic flu preparedness structure, to a tight timescale.

A further meeting specifically on the CHASTE Project will take place shortly, and we look forward to taking forward this collaboration with the Spanish government, under both the University of Edinburgh and the CHASTE Project banners.

Alastair Reid  
Director of Health and Safety  
14<sup>th</sup> September 2009

## Accidents & Incidents

Quarterly period: 01/04/2009 – 30/06/2009

Year to Date Period: 01/10/2008 – 30/06/2009

(Third Quarter)

COLLEGE / GROUP	REPORTABLE (TO HSE) ACCIDENTS / INCIDENTS														TOTAL Non-Reportable Accidents / Incidents		TOTAL ACCIDENTS / INCIDENTS		
	Fatality		Specified Major Injury		>3 day absence		Public to Hospital		Dangerous Occurrences		Reportable Fires		TOTAL Reportable Acc / Inc		Qtr	Ytd	Qtr	Ytd	
	Qtr	Ytd	Qtr	Ytd	Qtr	Ytd	Qtr	Ytd	Qtr	Ytd	Qtr	Ytd	Qtr	Ytd					
Humanities & Social Science	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	23	2	23
Science & Engineering	-	-	-	-	1	3	-	1	-	-	-	-	1	4	10	64	11	68	
Medicine & Veterinary Med.	-	-	1	1	-	2	2	4	-	-	-	-	3	7	29	86	32	93	
SASG	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	4	2	4	
Corporate Services Group	-	-	1	1	6	12	-	3	-	-	-	-	7	16	29	98	36	114	
ISG	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	6	0	6	
Other Units	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	0	0	0	
<b>UNIVERSITY</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>2</b>	<b>7</b>	<b>17</b>	<b>2</b>	<b>8</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11</b>	<b>27</b>	<b>72</b>	<b>281</b>	<b>83</b>	<b>308</b>	

\* Units noted below taken from organisational hierarchy report 09/10 - [http://www.planning.ed.ac.uk/edin/orghier/versions/Version12\\_0.xls](http://www.planning.ed.ac.uk/edin/orghier/versions/Version12_0.xls)

SASG: Student and Academic Services Group: Academic Registrar's Division, Academic Affairs/Records Management, Biological Services, Careers Service, Chaplaincy, Communications and Marketing, Development and Alumni, Disability Office, EUCLID, General Council, Governance and Strategic Planning, International Office, Pharmacy, Principal's Office, Registry, SASG Business Unit, Student Counselling Service, Student Recruitment and Admissions, Student Services, University Health Service.

ISG: Information Services Group: Applications, EDINA and Data Library, DCC, Information Services Corporate, Library and Collections, Infrastructure, User Services Division.

CSG: Corporate Services Group: Accommodation Services (incl Festivals Office), Centre for Sport & Exercise, Day Nursery, Edinburgh Research & Innovation (ERI), Edinburgh Technopole, Edinburgh University Press, Estates and Buildings, Finance, Health and Safety, Human Resources, Internal Audit, Joint Consultative and Advisory Committee on Purchasing, Procurement Office (inc Printing Services).

Other: Students Association, Sports Union, Talbot Rice Gallery, Associated Institutions.

The University of Edinburgh

Central Management Group

23 September 2009

## **Vice-Principal, Planning, Resources and Research Policy's Contingency Fund**

### Brief description of the paper

This paper contains the year end statement for the Vice-Principal, Planning, Resources and Research Policy's Contingency Fund for the financial year ended 31 July 2009 and the position to date in respect of the 2009/2010 budget.

### Action requested

For information.

### Resource implications

Does the paper have resource implications? Yes, as noted in the paper.

### Risk assessment

Does the paper include a risk analysis? No

### Equality and diversity

Does the paper have equality and diversity implications? No

### Freedom of information

Can this paper be included in open business? No, disclosure would substantially prejudice the commercial interests of any person or organisation.

This paper should remain closed until the Management Accounts for this period have been published.

### Originator of the paper

Dr Katherine Novosel  
Head of Court Services

### To be presented by:

Vice-Principal Professor A McMahon  
8 September 2009



The University of Edinburgh

Central Management Group

23 September 2009

**Establishment of Chair of Paediatric Clinical Neuroscience**

Brief description of the paper

The School of Clinical Sciences and Community Health wishes to establish a Chair of Paediatric Clinical Neuroscience.

Action requested

To recommend establishment of new Chair.

Resource implications

Does the paper have resource implications? No

The post will be funded from NHS Lothian.

Risk Assessment

Does the paper include a risk analysis? No

If 'Yes', in which section(s) of the paper is it set out?

Equality and Diversity

Does the paper have equality and diversity implications? No

If 'Yes', in which section(s) of the paper are they described?

Originator of the paper

Professor David Weller  
Head of School  
Clinical Sciences and Community Health  
25 July 2009

Freedom of information

Can this paper be included in open business? Yes



## **CENTRAL MANAGEMENT GROUP**

### **Establishment of Chair of Paediatric Clinical Neuroscience**

The School of Clinical Sciences and Community Health seeks approval to establish a Chair in Paediatric Clinical Neuroscience which will present unique opportunities to develop new collaborations in neurosciences between Child Life and Health and international researchers. This post will be based in the Royal Hospital for Sick Children, which is expected to relocate to the Little France site in 2012, adjacent to many existing and potential collaborators in the Queen's Medical Research Institute and Chancellor's Building.

The NHS will also be moving the Department of Clinical Neurosciences (DCN) (adult neurology, neurosurgery, neurophysiology, associated neuro-intensive care and the other relevant 'neuro' disciplines) onto the Little France campus close to the new children's hospital. This will give additional opportunities for improvements in clinical service and shared use of clinical and research facilities. The relocated DCN will also house a research-dedicated MR scanner which will permit the inclusion of the acutely ill adult and paediatric subjects into research imaging studies.

The proposed Chair will lead and develop the field of paediatric clinical neuroscience principally through undertaking programmes of collaborative research at an international standard in one or more of the University's Interdisciplinary Research Centres. It is anticipated that the appointee will also take a leading role in establishment of the Muir Maxwell Trust Centre for Childhood Epilepsy, which will focus on translational research.

The Chair will be funded by NHS Lothian and a clinically qualified candidate will be required.

A request is therefore made to establish a Chair of Paediatric Clinical Neuroscience.

Prof D Weller  
Head of School  
Clinical Sciences and Community Health  
25 July 2009