

**Agenda for a meeting of the Central Management Group
to be held at 10.30 am on Wednesday, 18 November 2009
in the Raeburn Room, Old College**

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|--|---|----------|
| 1 | Minute of the meeting held on 23 September 2009 | A |
| 2 | Matters Arising | |
| 3 | Principal's Business | |
| 3.1 | Principal's Strategy Group | B |
| FOR DISCUSSION | | |
| 4 | Financial Update (closed) | C |
| 5 | Draft Reports and Financial Statements for year ended 31 July 2009 (closed) | D |
| 6 | Review of 2008/2009 Outturn versus Forecast (closed) | E |
| 7 | 2009/10 Student Intake and SFC Home/EU Undergraduate Population Controls (closed) | F |
| 8 | 2010-11 Planning Round Issues (closed) | G |
| 9 | EUCLID – Update Report | H |
| 10 | Strategic Plan 2008-2012 Targets - Annual Progress Report | I |
| 11 | Risk Management Committee end of year report | J |
| 12 | Report on Provision of Modern Languages (closed) | K |
| 13 | Report from the Standing Consultative Committee on Redundancy Avoidance (SCCRA) (closed) | L |
| 14 | Academic and Financial Planning Issues for the School of Education (closed) | M |
| FOR INFORMATION/FORMAL APPROVAL | | |
| 15 | Management Accounts–two months to 30 September 2009 (closed) | N |
| 16 | IT Strategy | O |
| 17 | Information Security Policy | P |
| 18 | Fraud Policy | Q |
| 19 | Setting Student Rents | R |

20	Report from Sustainability and Environmental Advisory Group (closed)	S
21	Draft Social Responsibility & Sustainability Strategy	T
22	Health and Safety Quarterly Report for July-September 2009	U
23	Report from Space Management Group	V
24	Report from University's Research Ethics Committee	W
25	Fees Strategy Group	X
26	Review of Public Holidays	Y
27	Proposals to Establish a Chair of Vascular Biology	Z
28	Any Other Competent Business	
29	Date of next meeting	

Wednesday, 20 January 2010 at 10.30 am in the Raeburn Room, Old College



Central Management Group

Wednesday 23 September 2009

MINUTE

Present: Vice-Principal Professor A McMahon (in the chair)
Vice-Principal Professor M Bownes
Vice-Principal Professor N Brown
Vice-Principal Professor J Haywood
Vice-Principal Professor S Hillier
Vice-Principal Professor D Hounsell
Vice-Principal Professor R Kenway
Vice-Principal Professor Sir John Savill
Vice-Principal Professor L Waterhouse
Acting Vice-Principal Professor D Fergusson
Mr M D Cornish

In attendance: Mr I Conn
Dr A R Cornish
Mr A Currie
Mr J Gorringe
Mr D Waddell
Ms E Fraser (on behalf of Ms S Gupta)
Ms L Elder (on behalf of Vice-Principal Mr Y Dawkins)
Dr K J Novosel

Apologies: The Principal
Vice-Principal Mr Y Dawkins
Vice -Principal Professor S van Heyningen
Mr N A L Paul
Dr D B Nelson
Ms S Gupta

Closed items shown in italics

1 MINUTE OF THE MEETINGS HELD ON 17 JUNE 2009 AND 21 AUGUST 2009 (BY CORRESPONDENCE) Paper A

The Minute of the meetings held on 17 June 2009 and 21 August 2009 (by correspondence) was approved as a correct record.

CMG noted that Vice-Principal Professor van Heyningen and Dr B Nelson were standing down from membership of this Group and thanked them for all their work on this Group and across the University.

CMG further welcomed Acting Vice-Principal and Acting Head of the College of Humanities and Social Science Professor Fergusson to his first meeting of CMG in his new capacity.

2 MATTERS ARISING

2.1 Utilities Devolution

Paper B

The Utilities Devolution Project had previously been approved by CMG. It now approved the implementation timetable as set out in the Communication Plan to take this project to the next phase and allow the robustness of the information stored in the database to be tested subject to consideration as part of the next planning round on how and whether to proceed to devolve utilities' budgets. CMG further welcomed the opportunity of further engagement with colleagues in estates and buildings in discussing the merit of this approach to reduce the University's carbon footprint and contain unnecessary waste.

2.2 Convener of University's Research Ethics Committee

CMG agreed to appoint Vice-Principal Professor McMahon to the position of Convener of the above Committee to succeed Vice-Principal Professor Chapman with immediate effect.

3 PRINCIPAL'S BUSINESS

3.1 Principal's Strategy Group

Paper C

CMG noted approval of an alternative financial model for the Business School and acknowledged the significant work involved in its implementation. It was confirmed that the proposals to introduce a first year undergraduate course on the global challenges facing society would be progressed through the new Senate Committee structure and that initial debate at Senate level was appropriate prior to further engagement.

3.2 Principal's Communications

In the absence of the Principal, Vice-Principal Professor McMahon reported on the highlights since the last meeting of CMG. This included: the draft budget announced by the Scottish Government; the significant increase in applicant acceptances this year thanking colleagues particular in corporate services for their hard work to ensure suitable accommodation arrangements; the appointment of Professor Miell to the post of Vice-Principal and Head of the College of Humanities and Social Science; the various successful events and openings held including the Chancellor's dinner; and EUSA was congratulated on its Advice Place attaining a Matrix standard: it was thought to be the first students' association facility to have been granted this national accreditation quality award.

3.3 Report on the Centre for International Public Health Policy (closed)

Paper D

CMG noted that the Principal would be implementing all the recommendations in the Report. To avoid doubt, in respect of 5.4 the funding for the Director's post was to continue until the end of the original five-year agreement period. CMG further noted that discussions were continuing to identify an appropriate School to host this Centre.

FOR DISCUSSION

- 4 FINANCIAL PROGRESS UPDATE (CLOSED) Paper E**
- CMG noted the current position in respect to scenario planning and that a draft paper would be considered by the Finance Strategy Group prior to consideration by PSG, CMG and F&GPC. The outcome of the triennial valuation of SBS was very concerning and an external actuary had been engaged to assist the University in preparing options; the view remained that as far as possible there should be equity across all staff categories on pension provision. The position with USS was also concerning. The group of lay members of Court asked to look at the pension issues would be considering both USS and SBS issues. CMG was assured of communications with trade unions via the pension taskforce convened by the Director of Finance.
- CMG was content with the approach to the ongoing challenging financial position.
- 5 EMPLOYMENT STATUTE Paper F**
- CMG welcomed the proposed simplified Ordinance to replace the current Commissioners' Ordinance on employment arrangements for academic staff; it was the intention to seek Court endorsement and comment on the draft Ordinance at its next meeting on the 19 October 2009.
- 6 CONTINGENCY PLANNING – PANDEMIC FLU Paper G**
- CMG welcomed the paper and its assurances on the University's preparedness on this issue particularly noting the University's involvement in taking the lead in the SFC's CHASTE project. It was noted that to date there had been no reports of returning students having contracted the H1N1 influenza strain.
- 7 EUCLID – UPDATE REPORT Paper H**
- CMG noted that funding would require to be identified in order to progress the 'satellite' projects which were now outwith the re-scoped EUCLID project: Vice-Principal Professor McMahon agreed to discuss this matter with the Heads of the Colleges. It was also recognised that further work was required to ensure sustainability of student record systems and that SASG and IS would be taking this forward. The project management structure had been reviewed as a result of Dr O'Halloran, Director leaving in mid November to take up a new post at Strathclyde University and it had been agreed that the current Deputy Director would take a more active outward facing role.
- CMG asked that routine progress reports continue to be available at each CMG meeting.
- 8 TIMETABLING PROJECT - UPDATE Paper I**
- CMG approved the appointment of Dr Nick Hulton to the role of academic champion to take forward phase 1 of the agreed timetabling project during 2009/2010.

- 9 DRAFT POLICY ON DIGNITY AND RESPECT Paper J**
- CMG endorsed the draft Policy subject to minor amendments including reference to visitors as well as staff and students. CMG noted that in addition to the Policy there would be clear and practical guidance and procedures. It was noted that comment from F&GPC and Court would now be sought on this initial draft Policy prior to wider consultation with Colleges, Support Groups, trade unions and other relevant parties with a view to bringing a final document before Court for formal approval at its December meeting.
- 10 REPORT FROM EPAG (CLOSED) Paper K**
- CMG endorsed all the items set out in the covering sheet, in particular the revised information on the Capital Projections Plan (CPP) and available funding assumptions noting the possible further reduction in resources which had been debated in detail at the EPAG meeting. The revised terms of reference and name change of this group was endorsed and commended to Court for approval. In respect of the revision of the level of funding to be made available for small capital schemes CMG asked that Court be informed of the possible impact on the Income and Expenditure Account as much of this funding was likely to be classified as revenue rather than capital.
- 11 2008/2009 VALUE FOR MONEY REPORT Paper L**
- The 2008/2009 VFM report was approved subject to the addition of further examples to be provided particularly by SASG and ERI prior to onward submission to the Audit Committee in accordance with the agreed policy.
- FOR INFORMATION/FORMAL APPROVAL**
- 12 MANAGEMENT ACCOUNTS - ONE MONTH TO 31 AUGUST 2009 Paper M**
(CLOSED)
- CMG noted the current financial position and welcomed the new format of this routine monitoring paper; any detailed comments on the format should be directed to the Director of Finance.
- 13 STAFF COMMITTEE**
- 13.3 Report from Staff Committee Paper N**
- The proposals to introduce a University-wide approach to performance and development reviews for professorial staff in line with the requirements of the Remuneration Committee that salary decisions must be evidence based was noted and that it was not the intention to duplicate current processes rather to complement existing practice. The need to progress nursery provision was also noted.
- 13.2 Revised Terms of Reference Paper O**
- Subject to consideration of suggested amendments, CMG commended approval of the revised Terms of Reference of the Staff Committee to Court.

14 REPORT FROM SPACE MANAGEMENT GROUP Paper P

CMG endorsed the proposal to increase the room cancellation charges with effect from 3 August 2009 and the revised NPRAS Policy in respect of space management issues subject to clarification of point 4(iv).

15 SECURITY ADVISORY GROUP – ANNUAL REPORT Paper Q

The Annual Report of the Security Advisory Group was noted. CMG agreed it would be appropriate to continue to strongly encourage all staff to wear ID cards but not that this should become a formal directive. It was also suggested that amendments to the language used in parts of the report would be helpful.

16 HEALTH AND SAFETY REPORT Paper R

CMG was satisfied that there had been appropriate and thorough investigation into the incidents reported and that there were no issues requiring further actions. The arrangements for the University's involvement in the Edinburgh Festival had been very successful with no significant incidents reported and CMG endorsed the continued need for a temporary appointment of an events health and safety co-ordinator during this period in future years.

17 VP CONTINGENCY FUND (CLOSED) Paper S

The 2008/2009 outcome and expenditure from the 2009/2010 fund to date was noted; the £500k previously held in this contingency fund for utilities in accordance with the last planning round had now been directly allocated to the utilities budget.

18 PROPOSAL TO ESTABLISH A CHAIR OF PAEDIATRIC CLINICAL NEUROSCIENCE IN THE SCHOOL OF CLINICAL SCIENCES AND COMMUNITY HEALTH Paper T

CMG approved the proposals to establish a new Chair.

19 DATE OF NEXT MEETING

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

The University of Edinburgh

Central Management Group

18 November 2009

**Principal's Strategy Group Meeting
7 October 2009**

B

Amongst the items discussed were:

1. Research Excellence Framework Consultation

PSG briefly discussed the recently published HEFCE consultation on the Research Excellence Framework and made some initial comments in advance of the consultation being considered by the relevant College and University research committees.

2. Review of Teaching and Learning Support

The Group considered a revised consultation document on the outcome of the above review in advance of it being discussed at the Senate the following week.

3. Review of Academic and Pastoral Support

PSG considered the report of the Review of Academic and Pastoral Support, noting that the length of time required to complete the Review meant that much of the content of the report had been overtaken by recent developments. PSG concluded that, rather than being considered by Senate in its entirety, it would be best for the report to be referred to the newly established Senate Learning and Teaching Committee. It advised that that Committee arrange for a small task force to be set up (to include a EUSA representative) in order to consider the report recommendations, particularly those which relate to the overhaul of the director of studies pastoral support system.

4. Home/EU Undergraduate Intake

The Group considered plans submitted by each of the Colleges outlining their admissions policies and planned intake targets for 2010/11.



The University of Edinburgh

Central Management Group

18 November 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

As detailed in paper.

Risk assessment

As detailed in paper.

Equality and diversity

Does the paper have equality and diversity implications? No

Freedom of information

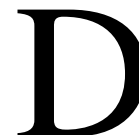
Can this paper be included in open business? No

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 Gorringer, Director of Finance
10. November 2009



The University of Edinburgh

Central Management Group

18 November 2009

Draft Reports and Financial Statements for the Year to 31 July 2009

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

The draft Reports and Financial Statements for the Year to 31 July 2009 are attached.

Action requested

The Group is requested to note the contents of the Reports and Financial Statements which include a draft Principal's Report and draft Operating and Financial Review that are subject to final approval by the Principal and Vice-Convenor of Court respectively.

The draft will be reviewed by the Audit Committee at its meeting of 23 November 2009 together with the external audit management letter and highlights memorandum. The Audit Committee will recommend the adoption of these accounts subject to any revisions agreed with KPMG the external auditor at that meeting. Subject to that review, the approval of Finance and General Purposes Committee will be requested at its meeting on 30 November with a view to adoption by the Court at its meeting on 14 December 2009.

Resource implications

None.

Risk Assessment

No.

Equality and Diversity

There are no equality and diversity implications.

Freedom of information

Can this paper be included in open business? No.

The release of the Reports and Financial Statements is covered by the University publication schedule. The Reports and Financial Statements will be published 30 days after adoption and signature by the Court on 14 December 2009.

Originator of the paper

Jon Gorringe
Director of Finance
12 November 2009



The University of Edinburgh

Central Management Group

18 November 2009

Outturn 2008-09 versus Quarter 3 Forecast

Brief description of the paper

The paper seeks to compare the University's financial outturn for 2008-09 with the Quarter 3 forecast prepared in Spring 2009, analysing differences and setting out points to note for future forecasts.

Action requested

The paper is for information and discussion.

Resource implications

As indicated in the paper.

Risk Assessment

The continuing financial health of the University.

Equality and Diversity

None.

Any other relevant information

None.

Originator of the paper

David C I Montgomery, Deputy Director of Finance
Jon Gorringe, Director of Finance

5 November 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

The paper should be withheld for a period of twelve months from date of presentation to CMG.

The University of Edinburgh

Central Management Group

18 November 2009

2009/10 Student Intake and SFC Home/EU Undergraduate Population Controls

Brief description of the paper

This paper provides CMG with a report on the following:

- Student intake figures for 2009/10, in the context of the Scottish Further and Higher Education Funding Council (SFC) targets for undergraduate controlled subjects, and College targets set during the planning round for all other student groupings.
- A comparison of the 2009/10 intake figures against trend intake data from 2005/06.

Action requested

CMG is asked to note the analysis of the 2009/10 student intake figures.

Resource implications

Analysis suggests that the University is not at risk of incurring financial penalties for breaching SFC population controls although a strategic transfer of a small number of funded places may have to be requested.

As College budgets for 2009/10 have been based on the student intake targets (excluding home/EU undergraduates), any difference between actual intakes and the intake targets will affect budget allocations.

Risk assessment

Without adequate monitoring of student intakes, there is a risk that there will be “Insufficient funding to maintain and develop the University due to:

- Government funding policies in Scotland and the rest of the UK
- Economic recession and its impact on government, corporate and charity funded activities, and philanthropic giving”

which is listed as risk 1 in the University’s Overview Risk Register, version 7.

Equality and diversity

This paper does not have equality and diversity implications. The Equal Opportunities Technical Advisory Group (EOTAG) monitors the composition of the student population with regard to these issues.

Freedom of information

This paper cannot be included in open business - disclosure would substantially prejudice the commercial interests of the University. The paper must be withheld for 1 year.

Any other relevant information

To be presented by Alexis Cornish, Director of Planning and Deputy Secretary

Originator of the paper

Jim Galbraith/Alexis Cornish, GaSP, 10 November 2009



The University of Edinburgh

Central Management Group

18 November 2009

2010-11 Planning Round Issues

Brief description of the paper

This paper describes the context for the 2010-11 planning round and sets out the major assumptions being used for plans and resource allocation for 2010-11. It also describes briefly the next steps in the planning round.

Action requested

CMG is invited to approve the assumptions for planning and resource allocation detailed in the paper.

Resource implications

The paper addresses issues which will have a significant impact on University resources and College and Support Group budgets in 2010-11.

Risk assessment

The paper addresses issues which will have a significant impact on University resources and College and Support Group budgets in 2010-11.

Equality and diversity

Equality and diversity should be addressed in each College and Support Group Plan.

Freedom of information

This paper should not be included in open business. Disclosure would substantially prejudice the commercial interests of any person or organisation. The paper should be withheld until after the planning round for 2010-11 is completed.

Any other relevant information

To be presented by Alexis Cornish, Director of Planning and Deputy Secretary

Originator of the paper

Alexis R Cornish
Director of Planning and Deputy Secretary
9 November 2009



The University of Edinburgh

Central Management Group

18 November 2009

The EUCLID Project – Update Report

Brief description of the paper

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 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

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 for CMG at 09 November 2009

This brief report updates Central Management Group on the progress to date with planning, implementation and oversight of the cluster of active projects in the area of student and course administration (EUCLID Project + Satellite Projects).

EUCLID Project - planning & implementation

Since the last update to CMG, progress has been steady towards objectives, and one main system has gone live (online Course Creation And Management CCAM), although without all the features it would have been desirable to offer. Some corrective work will be needed to compensate for one of these which involves assessment data for visiting students. Some slippage has also been identified and the EUCLID Strategy & QA Group (SQAG) is currently assessing corrective options to ensure that only the highest priority systems and features are being developed.

Ms Morag Hunter is now the Acting Project Director, and project management is progressed by her with regular meetings of a core team of Morag with Jeff Haywood, Simon Marsden and Jamie Thin. Effort is currently focussed on minimising the risk of loss of key staff, identified as the major risk for the Project.

AP Dr Sue Rigby has continued to work with the various user groups and with the EUCLID team leaders responsible for each project area. Two useful sessions were held for Heads of Schools and their senior staff involved in student and course administration, with a demonstration of the online enrolment system for DoS's and School administrators and a review of project progress and objectives.

Satellite Projects - planning & implementation

Some of the simpler projects are now underway and more detailed planning will be considered for all these projects at the next SQAG.

Governance & Oversight

The Strategy and Quality Assurance Group has met regularly, with fortnightly meetings of the core group (Kenway, Haywood, Rigby, O'Halloran). It held an Awayday in late September to assess progress and options for the future, with a particular focus on risk and its management.

At its next meeting it will assess current progress, re-prioritise as necessary, and begin exploring the options for maintaining and developing the student and course administration systems beyond the formal end of the project on 31 July 2010.

Risk Assessment & Management

To obtain an external, more objective, view of the project at this critical stage in its progression, we have just completed the interview phase of a review by Valuta, who carried out very helpful reviews at earlier stages of the project. Their report will be presented to SQAG at its Awayday in late November.

Richard Kenway & Jeff Haywood
09 Nov 2009

The University of Edinburgh

Central Management Group

18 November 2009

Strategic Plan 2008-2012 Targets – Annual Progress Report

Brief description of the paper

This paper presents the first report on progress, based on data/information available to date, against the 33 targets set out in the University's Strategic Plan 2008-2012. Once CMG's comments have been incorporated, the progress report will be submitted for discussion to FGPC on 30 November and Court on 14 December 2009. It will then be submitted to the Scottish Further and Higher Education Funding Council (SFC).

Appendix A contains a final report on performance against eight targets from the previous Strategic Plan 2004-2008. These targets had an achievement status of 'not yet determined' at this time last year, usually because external data for 2007/08 were not yet available at that time; the data are now available.

Action requested

For comment.

Resource implications

None.

Risk assessment

Inadequate monitoring of progress against the University's Strategic Plan targets could result in the non-delivery of the plan's objectives and strategies and, ultimately, failure to meet targets.

Equality and diversity

Targets 10.1 – 10.3 in the 'Promoting equality, diversity, sustainability and social diversity' Strategic Theme of the Strategic Plan have equality and diversity implications.

Freedom of information

Can this paper be included in open business? Yes

Any other relevant information

To be presented by Alexis Cornish, Director of Planning and Deputy Secretary

Originator of the paper

Rona Smith/Alexis Cornish, Governance and Strategic Planning, 9 November 2009

Summary

The following 33 targets are those which appear in the University's Strategic Plan 2008-2012. Colleges and Support Groups also set and monitor their own targets in addition to those listed here.

Forecast achievement statuses indicate that:

- the University is 'on track' to meet 19 out of 33 targets;
- 9 targets are currently 'not yet determined', usually because data are not yet available; and
- the remaining 5 targets are assessed as 'further work required' (targets 1.1, 1.2, 8.2, 10.2 and 12.3).

Target	Progress to date	Achievement Status (forecast)
Excellence in learning and teaching		
1.1	increase the level of satisfaction expressed in the <i>Assessment and feedback</i> section of the National Student Survey and enter the upper quartile of institutions surveyed	<ul style="list-style-type: none"> • This target is measuring the percentage of Edinburgh's National Student Survey (NSS) respondents answering 4 (mostly agree) or 5 (definitely agree) to the five questions in the NSS which relate to assessment and feedback. The aim is for the University's percentage figure by 2012 to be at least equal to the upper quartile figure for all non-specialist Universities UK (UUK) members, being the largest relevant group of participating institutions. • In 2009, Edinburgh's figure was 46%, up from 45% in 2008. This was the equal lowest figure of all comparator group institutions, 21% lower than the comparator group upper quartile figure and 16% lower than the Russell Group upper quartile figure. • A series of actions has been taken to enhance feedback (and thereby contribute to raising overall satisfaction scores) including the following: <ul style="list-style-type: none"> • launching a 'traffic lights' categorisation of Schools into three performance groups based on their NSS scores; • requiring all Schools to prepare and submit action plans; and • setting up a Task Group to draw up feedback standards and guiding principles; share good feedback practices as widely as possible; and develop a world-class website resource on improving feedback that links innovative strategies to case-examples from across the subject range.

¹ Where a status of 'not yet determined' has been used, this is usually because data are not yet available. Where possible, the 'progress to date' column of the table provides an indication of when it is likely that the achievement status can be determined.

Target		Progress to date	Achievement Status (forecast)
1.2	by September 2009, simplify and standardise assessment procedures and regulations, using common processes except where departures from these are necessary for academic reasons	<ul style="list-style-type: none"> In the changed context of new Vice-Principal appointments and revised Senate structures, and the linked refocusing on the achievement of academic strategic goals, revised work planning is required to maximise emerging opportunities in this area. Substantial groundwork has been undertaken to consider mappings of current regulations, academic policies, strategic priorities and the assessment cycle. Given the complexities of this area, and the need to achieve the final outcome through well-considered incremental change, a revised timescale of 'by the end of the Plan period' is now recommended. 	<ul style="list-style-type: none"> further work required
1.3	be one of the first Russell Group universities to implement the use of transcripts for measuring and recording student achievement	<ul style="list-style-type: none"> A Curriculum and Student Progression Committee Task Group has been established to scope the current situation. The Task Group will provide an interim report mid-November and a final report in January 2010. Appropriate timescales and responsible person(s) for further action will be determined in light of this scoping work. 	<ul style="list-style-type: none"> on track
1.4	increase our headcount of taught postgraduate students by 50%	<ul style="list-style-type: none"> In 2008/09, our headcount of taught postgraduate students was 4,356, which was 13.8% greater than in 2007/08. 	<ul style="list-style-type: none"> on track
Excellence in research			
2.1	achieve year-on-year improvement in the quality and quantity of our research as measured by the Research Excellence Framework	<ul style="list-style-type: none"> Progress against this target cannot be measured until the Research Excellence Framework has been implemented. 	<ul style="list-style-type: none"> not yet determined
2.2	increase our headcount of research postgraduate students at a greater rate than the Russell Group average	<ul style="list-style-type: none"> 2008/09 data will not be available until March 2010. Our headcount of research postgraduate students in 2007/08, the baseline year for this target, was 2,600. 	<ul style="list-style-type: none"> not yet determined
2.3	double the recorded number of skills training and development opportunities taken up by postgraduate research students	<ul style="list-style-type: none"> In 2008/09, the recorded number of skills training and development opportunities taken up by postgraduate research students was 3,271. This is an increase of 17% on 2007/08. Work is continuing to collect data covering additional training and development opportunities offered by a broader range of providers. This is expected to result in an increase in the above figures. 	<ul style="list-style-type: none"> on track
Excellence in commercialisation and knowledge exchange			
3.1	increase our economic impact by a higher percentage than our growth in income	<ul style="list-style-type: none"> This target will be reported on biennially, with the first report on progress included in the October 2010 progress report. 	<ul style="list-style-type: none"> not yet determined

Target	Progress to date	Achievement Status (forecast) <ul style="list-style-type: none"> • on track • further work required • not yet determined¹ 	
Quality people			
4.1	achieve an 85% appraisal completion rate across all staff	<ul style="list-style-type: none"> • At present there is no University wide reporting system in place for appraisal activities, although a number of Schools and other units have established ways of tracking and reporting on appraisals undertaken in their own areas. • HR staff are currently exploring the data collection and reporting options with colleagues in the Colleges and the Support Groups, with a view to establishing an agreed approach in the current academic year. • The Investors in People framework which is already in use in Accommodation Services, and is also being progressed across the whole of the Corporate Services Group is being seen as a particularly useful focus for establishing good practice in relation to tracking/reporting on appraisal activities. 	<ul style="list-style-type: none"> • not yet determined
4.2	increase the proportion of Schools achieving the Athena Swan Silver Award for the recruitment and promotion of women in science, to include at least one School in the College of Medicine and Veterinary Medicine and another three Schools in the College of Science and Engineering	<ul style="list-style-type: none"> • In the College of Science and Engineering: <ul style="list-style-type: none"> • The School of Chemistry was awarded the Athena Swan Silver award in 2006, prior to this target being set, and is aiming to achieve the Gold Award by 2012. • The Schools of Biological Sciences and Physics have recently started work toward achieving the Silver Award. • Other Schools have indicated an interest but, for various reasons, do not yet feel the time is right for them to pursue this award. • In the College of Medicine and Veterinary Medicine: <ul style="list-style-type: none"> • The School of Biomedical Sciences has started work toward achieving the Silver Award. 	<ul style="list-style-type: none"> • on track
4.3	ensure 90% of staff in leadership roles have participated in a leadership development programme or other related activities	<ul style="list-style-type: none"> • This target is to be achieved cumulatively over the 4 year period covered by the Strategic Plan. • In 2008/09, 26% of academic, clinical and professional services staff in identified leadership roles (grades 9, 10 & equivalent in Head/Director roles with responsibility for others, even if just one other person) participated in a leadership development programme or other related activities. This percentage is comprised of 40% of professional services staff who were in leadership roles and 19% of academic staff who were in leadership roles. • It should be noted that 35% of academics in leadership roles in 2008/09 had participated in leadership development initiatives between 2006-09 and the leadership development initiatives included are only those known to HR. 	<ul style="list-style-type: none"> • not yet determined

Target		Progress to date	Achievement Status (forecast)
4.4	increase the number of international applications for academic posts	<ul style="list-style-type: none"> This target is measured using applicants' home address data and covers all 'academic' vacancies advertised, including those for research assistant posts. Against a year-on-year increase between 2007/08 and 2008/09 of 36% in academic posts advertised, the number of international applications has gone up by 76%. The proportion of applications which are from international applicants has remained broadly the same. In 2008/09 465 academic vacancies were advertised. We received a total of 11,494 applications for these vacancies: 3,817 (33.2%) applications had an international (non-UK) home address and the remaining 7,677 (66.8%) had a UK home address. Of the 3,817 international applications, 1,302 had a home address outwith the UK but within the EU and 2,515 had a non-EU home address. In 2007/08 342 academic vacancies were advertised. We received a total of 6,239 applications for these vacancies: 2,165 (34.7%) applications had an international (non-UK) home address and the remaining 4,074 (65.3%) had a UK home address. Of the 2,165 international applications, 652 had a home address outwith the UK but within the EU and 1,513 had a non-EU home address. 	<ul style="list-style-type: none"> on track
Quality services			
5.1	complete the review of the balance and interaction between locally and centrally provided services, and consider and act upon its recommendations	<ul style="list-style-type: none"> The project is in progress and is now expected to report toward the end of 2009. Vice-Principal Professor McMahon has taken over convenorship of the project steering committee from Professor Chapman. 	<ul style="list-style-type: none"> on track
5.2	increase the overall level of satisfaction expressed in the <i>Support services</i> section of the International Student Barometer survey and enter the upper quartile of institutions surveyed	<ul style="list-style-type: none"> The overall level of satisfaction expressed in the Support services section of the Summer 2009 International Student Barometer survey was 90.8%. For this measure, we were ranked 22nd out of 95 institutions, which put us in the upper quartile of institutions surveyed internationally. Our figure was 3.1% higher than the 87.7% achieved in the Summer 2008 survey, which was outwith the upper quartile. 	<ul style="list-style-type: none"> on track
5.3	deliver the EUCLID project in accordance with the agreed plan	<ul style="list-style-type: none"> The EUCLID Project scope and plan was revised for 2009/10 to fit within financial constraints whilst still delivering key functions. Some of the essential academic applications and functions will be carried out through independent, but coordinated, Satellite Projects. These EUCLID and Satellite Project deliverables are on schedule. 	<ul style="list-style-type: none"> on track

Target		Progress to date	Achievement Status (forecast)
5.4	offer a University website, encompassing all academic and support units, that is rated by key user groups as highly effective	<ul style="list-style-type: none"> The majority of Support Units have delivered their first phase of website development in the University content management system, Polopoly. The remainder are on course to do so before the end of 2009/10. The Edinburgh Global website first iteration is fully operational. School websites are now being redesigned and implemented - most Schools will have a presence in Polopoly by the end of 2009/10, with some of the other Schools adopting the corporate style but implementing separately. Assessment of user experience across the whole site will begin in this year. Initial reactions to the redeveloped site have been positive. 	<ul style="list-style-type: none"> on track
Quality infrastructure			
6.1	increase income per square metre on a year-on-year basis	<ul style="list-style-type: none"> 2008/09 data will not be available until the University's Reports and Financial Statements have been published. In 2007/08, the baseline year for this target, our income per square metre of gross internal area was £980, which was £103 (11.7%) higher than in 2006/07. 	<ul style="list-style-type: none"> not yet determined
6.2	undertake a review of the University's academic timetable and teaching space utilisation with a view to implementing change as appropriate from 2010/11	<ul style="list-style-type: none"> CMG has approved setting up Phase 1 of the University's Academic Timetabling Project, with Dr Nick Hulton (Dean of Learning and Teaching for the College of Science and Engineering) taking up the role of academic lead. Phase 1 will focus on consultation and cultural change and will deliver a fully-costed project scope, together with an agreed model for timetabling business processes and an agreed implementation plan. Phase 2 will develop the output from Phase 1 to formal project stage, as appropriate, with the appointment of project manager and formal project board. Running in parallel, Estates & Buildings staff will begin to consolidate School-controlled teaching rooms managed by Schools/Colleges into the Estates & Buildings Information System (EBIS) room booking system. This process will be carried out in stages, starting with the Colleges of Science and Engineering and Humanities and Social Sciences, and will involve liaison with, and training of, local staff so they can manage the bookings. Teaching rooms in the College of Medicine and Veterinary Medicine will then follow and the scope for extending the project to include laboratories and other meeting space will be explored. 	<ul style="list-style-type: none"> on track
6.3	increase overall building performance (condition and functional suitability), achieving 90% acceptable standard in two of our three academic zones and 60% for the Central Area (within the constraints of historic buildings)	<ul style="list-style-type: none"> This target is reviewed in line with the timetable for Estate Strategy updates. Updated building condition and functional suitability surveys are underway. Data from these surveys, which will allow us to report on progress against this target, will not be available until early 2010. 	<ul style="list-style-type: none"> not yet determined

Target	Progress to date	Achievement Status (forecast)	
Enhancing our student experience			
7.1	increase the level of satisfaction expressed in the <i>Overall satisfaction</i> question from the National Student Survey and enter the upper quartile of institutions surveyed	<ul style="list-style-type: none"> This target is measuring the percentage of Edinburgh's National Student Survey (NSS) respondents answering 4 (mostly agree) or 5 (definitely agree) to the overarching 'overall satisfaction' question in the NSS. The aim is for the University's percentage figure by 2012 to be at least equal to the upper quartile figure for all non-specialist Universities UK (UUK) members, being the largest relevant group of participating institutions. In 2009, Edinburgh's figure was 83%, up from 82% in 2008. This was equal to the median of all comparator group institutions, 3% lower than the comparator group upper quartile figure (which was 1% lower than in 2008), and 4% lower than the Russell Group upper quartile figure. See target 1.1 for information on actions being taken. 	<ul style="list-style-type: none"> on track
7.2	ensure that all our teaching programmes, undergraduate and postgraduate, incorporate comprehensive development of the skills and attributes that graduates need	<ul style="list-style-type: none"> A Steering Group on 21st-century Edinburgh Graduate was recently set up to build on work to date on graduate employability, link to Scottish HE sector Enhancement Themes, and encourage and support curriculum developments across the Colleges. With SFC funding for 2007-11, two consultants based in the Careers Service have been working with colleges to enhance student employability. An extended Senatus on graduate employability is planned for June 2010. A review is underway of how best to embed graduate attributes in course and programme records, course handbooks and websites, degree transcripts, and quality assurance mechanisms. 	<ul style="list-style-type: none"> on track
Advancing internationalisation			
8.1	increase our headcount of non-EU international students by a minimum of 1,000	<ul style="list-style-type: none"> In 2008/09, our headcount of non-EU international students was 4,258, an increase of 335 on the 2007/08 baseline of 3,923. 	<ul style="list-style-type: none"> on track
8.2	increase the proportion of our students attending another international institution by 50%	<ul style="list-style-type: none"> The target of a 50% increase between 2007/08 and 2011/12 requires us to achieve a figure of 699 by the final year. In 2008/09 a total of 433 Edinburgh students participated in formally approved student exchange programmes. This represents a small (-7%) decrease on our baseline figure of 466 in 2007/08, due in part to an unprecedented number of students withdrawing at a late stage. 	<ul style="list-style-type: none"> further work required
8.3	increase the value of our research grant income from EU and other overseas sources so that we remain above the median of the Russell Group	<ul style="list-style-type: none"> 2008/09 data will not be available until April 2010. In 2007/08, the baseline year for this target, the value of our research grant income from EU and other overseas sources was £17.4 million. This was 41% greater than the Russell Group median of £12.4 million. 	<ul style="list-style-type: none"> not yet determined

Target	Progress to date	Achievement Status (forecast) <ul style="list-style-type: none"> • on track • further work required • not yet determined¹ 	
Engaging with our wider community			
9.1	bid successfully for at least one major international and one major domestic sporting event per year, and one training camp for the 2012 Olympic Games	<ul style="list-style-type: none"> • In 2008/09, the Centre for Sports and Exercise staged 3 major international and 2 major domestic sporting events. Bids to stage at least 1 international and 3 domestic sporting events during 2009/10 have been successful and plans are in place to host further events in future years. • A partnership bid with the City of Edinburgh Council to establish Edinburgh as a world class training centre for high performance sport (pre Games training camps ahead of London 2012/Glasgow 2014) is being progressed. 	<ul style="list-style-type: none"> • on track
9.2	meet the Edinburgh Beltane Beacon programme target of seconding nine Public Engagement Fellows over three years	<ul style="list-style-type: none"> • As at October 2009, six Public Engagement Fellows had been seconded, with a seventh in place to begin her secondment at the start of November 2009. 	<ul style="list-style-type: none"> • on track
Promoting equality, diversity, sustainability and social responsibility			
10.1	converge on our participation benchmarks for under-represented groups	<ul style="list-style-type: none"> • 2008/09 data will not be available until June 2010. • For the proportion of young entrants from state schools, our performance in 2007/08 was 70.3% compared with a benchmark of 80.6%, representing a difference of 10.3%. This represents a convergence of 1.7% on the previous year's figures. • For the proportion of young entrants from low social classes, our performance in 2007/08 was 17.2% compared with a benchmark of 20.8%, representing a difference of 3.6%. This also represented a convergence on the previous year's figures, of 2.1%. 	<ul style="list-style-type: none"> • on track
10.2	increase the proportion of female academic staff appointed and promoted to the lecturer, senior lecturer, reader and professor levels	<ul style="list-style-type: none"> • In 2008/09, the proportion of female academic staff appointed and promoted to grades UE08 or equivalent and higher, was 34.7% (39.7% to UE08 or equivalent, 30.2% to UE09 or equivalent, and 26.8% to UE10 or equivalent). These figures are all lower than in 2007/08, when the proportion of female academic staff appointed and promoted to grades UE08 or equivalent and higher was 38.4% (43.7% to UE08 or equivalent, 40.2% to UE09 or equivalent, and 27.5% to UE10 or equivalent). • Although, in order to measure progress against the target, new appointments and promotions figures have been combined, it is worth noting that there has been a significant increase in the proportion of female academic promotions to both UE08 or equivalent and UE10 or equivalent grades in 2008/09 compared to 2007/08. 	<ul style="list-style-type: none"> • further work required
10.3	reduce absolute CO ₂ emissions by 40%, against a 1990 baseline	<ul style="list-style-type: none"> • Data to follow. 	<ul style="list-style-type: none"> • not yet determined

Target		Progress to date	Achievement Status (forecast)
Building strategic partnerships and collaborations			
11.1	establish at least five new international partnerships for the award of joint PhDs	<ul style="list-style-type: none"> • Agreements have been signed with Paris-Sorbonne University, and Macquarie University, Sydney. • In addition, a Memorandum of Understanding has been signed which allows for jointly awarded PhD degrees between the University of Edinburgh and 13 other Universities 21 (U21) partners, and The School of Informatics had a successful bid in the 2009 round of the Erasmus Mundus Joint Doctorate Scheme. 	<ul style="list-style-type: none"> • on track
Stimulating alumni relations and philanthropic giving			
12.1	meet or exceed the £350 million fundraising target of the Edinburgh Campaign	<ul style="list-style-type: none"> • The Campaign total at the end of 2008/09 was £267 million. Based on an analysis of time elapsed vs money raised, we continue on a trajectory that exceeds the pace required to complete the Campaign in full and on time. 	<ul style="list-style-type: none"> • on track
12.2	raise £35 million through fundraising for scholarships as part of the Edinburgh Campaign	<ul style="list-style-type: none"> • Since 1999, the starting point for this target, a total of £27 million has been raised for scholarships - £18 million for undergraduate scholarships and bursaries and £9M for postgraduate scholarships. 	<ul style="list-style-type: none"> • on track
12.3	deliver a threefold increase in the participation rate of alumni who give to the University	<ul style="list-style-type: none"> • Our participation rate in 2007/08 was 3.29%, based on 104,000 contactable alumni and 3,436 donors (within the year). Therefore the target, to deliver a threefold increase, means that we are aiming for a participation rate of 9.88% by 2011/12. • In 2008/09 we achieved a participation rate of 2.41%, based on 108,000 contactable alumni and 2,606 alumni donors. • Participation remains a challenge, and last year was a transition year as we restructured our annual giving programme (the main driver of the participation figures) and made a staffing change. Early results for 2009/10 show promise and we continue towards the goal of achieving a threefold increase in percent participation. 	<ul style="list-style-type: none"> • further work required

Summary

This report relates to the **2004-08** Strategic Plan targets.

The following are 8 of the 49 targets which featured in the University's Strategic Plan 2004-2008. These are the targets with an achievement status of 'not yet determined' at the time of the 2008 report, usually because external data for 2007/08 were not yet available at that time; the data are now available.

Achievement statuses indicate that:

- of the 8 targets which were 'not yet determined' at the time of the October 2008 report, 7 have been met and 1 (target number 7) has not been met.
- overall the University met 38 of the 49 targets (31 at the time of the 2008 report);
- overall 10 targets were partially met, usually because they were comprised of more than one part (as per the 2008 report);
- overall 1 target was not met (0 at the time of the 2008 report).

Target	Progress	Achievement Status	
Excellence in education			
By 2009/10, against a 2004/05 starting point, we aim to achieve the following:			
3	carry out a full University-wide cycle of Teaching Programme Reviews and implement the actions arising from these	<ul style="list-style-type: none"> • Over the period of this target, a full cycle will have consisted of 42 TPRs; only Linguistics, rescheduled to reflect changing circumstances, has yet to take place. • Linguistics having been amalgamated with English Language, is being reviewed later than originally scheduled in 2010/11 with the agreement of the Director of Quality Assurance, on the basis of proposals made by the School. • The responses to TPRs conducted are reviewed by the relevant Senate quality committee. The actions arising from the TPRs are taken forward by the appropriate Schools/Colleges/support departments. 	met

Target		Progress	Achievement Status
Excellence in research			
By 2007/08, against a 2003/04 baseline, we aim to achieve the following:			
7	increase the value of our research grants and contracts income such that we remain within the upper quartile of the Russell Group	<ul style="list-style-type: none"> For 2007/08 Edinburgh's research grants and contracts income was £143.3M, below the Russell Group upper quartile figure of £151.4M by £8.1M. Over the period 2003/04 to 2007/08 there has been an overall increase in research grants and contracts income of £40.5M, representing an increase of 39.4%. The increase for the upper quartile of the Russell Group over the same period was £50.4M or 49.9%. Edinburgh's figure has remained comfortably above the Russell Group median figure which rose only £19.9M or 27.5% over the same period. 	not met
8	increase our headcount of research postgraduate students at a greater rate than the Russell Group average	<ul style="list-style-type: none"> Previously reported figures were based on HESA headcount data, however in 2007/08, HESA amended the student record to exclude writing up and continuing students. As a result, almost all institutions saw a drop in their headcount of research postgraduate students. To allow a valid comparison to be made over the period 2003/04 to 2007/08 for the purposes of reporting against this target, figures have been recalculated for all years excluding writing up students. This distinction was only possible with HESA data for research higher degree students and thus excludes the small number not studying at that level. On this basis, our 'headcount' of research postgraduate students in 2007/08 was 2,565, up 19.3% compared with the 2003/04 baseline figure of 2,150. The Russell Group average figure for 2007/08 was 2,351, up 13.6% compared with the 2003/04 baseline figure of 2,070. 	met
By the RAE2008 publication date we aim to achieve the following:			
9	be in the top ten non-specialist UK institutions in terms of research quality	<ul style="list-style-type: none"> Edinburgh's RAE2008 submission ranked 5th in both the UK and the Russell Group based on full time equivalent staff at 4*+3*. 63% of the University's research activity was judged to be in the highest categories (4* and 3*), of which a third was recognised as 'world-leading'. 	met
Excellence in knowledge transfer and commercialisation			
By 2007/08, against a 2003/04 baseline, we aim to achieve the following:			
13	increase income from Continuing Professional Development (CPD) and Consultancy by at least twice the percentage increase in the general income of the University	<ul style="list-style-type: none"> Between 2007/08 and the baseline year of 2003/04, total Continuing Professional Development (CPD) and Consultancy income increased by 194.7%, from £8.1M to £23.8M. Between 2007/08 and 2003/04, the University's General Income figure increased by 50.5%, from £369.1M to £555.3M. Therefore the increase in CPD and Consultancy income over the same period was almost four times greater. 	met

Target		Progress	Achievement Status
Promoting opportunity and diversity By 2007/08, against a 2003/04 baseline, we aim to achieve the following:			
30	converge on our benchmarks for the proportion of young entrants from state schools/colleges and the proportion of young entrants from low social classes	<ul style="list-style-type: none"> For the proportion of young entrants from state schools, our performance in 2007/08 was 70.3% compared with a benchmark of 80.6%, representing a difference of 10.3%. The baseline performance in 2003/04 was 65.3% compared with a benchmark of 79.8% representing a difference of 14.5%. Therefore there has been a convergence on the benchmark of 4.2%. For the proportion of young entrants from a low social class, our performance in 2007/08 was 17.2% against a benchmark of 20.8%, representing a difference of 3.6%. The baseline performance for 2003/04 was a 15.3% against a benchmark of 21.9% representing a difference of 6.6%. Therefore there has been a convergence on the benchmark of 3.0%. 	met
Advancing internationalisation By 2007/08, against a 2003/04 baseline, we aim to achieve the following:			
37	increase the value of our research grant income from EU and other overseas sources such that we remain above the median of the Russell Group	<ul style="list-style-type: none"> In 2007/08 the value of our research grant income from EU and other overseas sources was £17.4M. Compared with the baseline value of £10.5M in 2003/04, this represents an increase of £6.9M or 65.7%. For the Russell Group, the median value over the period from 2003/04 to 2007/08 has increased from £8.2M to £12.4M, an increase of £4.2M or 51.2%. 	met
Effective governance and ensuring sustainability By 2007/08, against a 2003/04 baseline, we aim to achieve the following:			
47	increase the proportion of total income from non-formulaic sources of funding	<ul style="list-style-type: none"> The figure for 2007/08 was 68.1%; the 2003/04 baseline was 66.0%. Formulaic (Funding Council) income has increased by 41.0% since the baseline year whereas non-formulaic income has increased by 55.3%. 	met

The University of Edinburgh

Central Management Group

18 November 2009

**Risk Management Committee
Report for Year Ended 31 July 2009**

Brief description of the paper

This report summarises the activities of the Risk Management Committee during the year ended 31 July 2009, and its views on the exposure and management of risk in the University. Its purpose is to support the deliberations of the Audit Committee and Court in respect of the reporting on Risk Management and Internal Control in the Annual Accounts. This paper will be submitted to the Audit Committee meeting of 23 November, the F&GPC meeting of 30 November, and thereon to the 14 December meeting of Court.

Action requested

For consideration in respect of Financial and General Purposes Committee's assurances to Court relating to the Annual Report and Accounts for the year ended 31 July 2009.

Resource implications

Does the paper have resource implications? No

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

N A L Paul / H Stocks
6 November 2009



RISK MANAGEMENT COMMITTEE

REPORT FOR YEAR ENDED 31 JULY 2009

Prepared by N.A.L. Paul Convenor
H Stocks Secretary

Date: 18 September 2009

Introduction

This report summarises the activities of the Risk Management Committee during the year ended 31 July 2009, and its views on the exposure and management of risk in the University. Its purpose is to support the deliberations of Finance & General Purposes Committee, Audit Committee and Court in respect of the reporting on Risk Management and Internal Control in the Annual Financial Statements.

Background

Over many years, the University has operated an internal control environment that has successfully managed operational risk, and has had in place insurance arrangements to mitigate the financial impact of key exposures. The Risk Management Committee was formally instituted as a Committee of Court in 2002 and a more structured framework for risk management was put in place.

Governance, Risk Management and Internal Control Framework in the University

The main elements of the governance, risk management and internal control framework can be described as follows:

- Structure of Court and its committees;
- Regular reporting of the University's financial and operational performance to Finance and General Purposes Committee (F&GPC) and Court;
- Reports of key management meetings i.e. CMG and the Principal's Strategy Group, reviewed by F&GPC;
- Planning and Budgetary control framework in place. Insurance cover in place;
- Delegated authority and financial control framework in place;
- Management Structure and reporting in Colleges and Support Groups;

- Academic quality monitored by Senate sub-committees and validated externally through periodic Research Assessment Exercises, Quality Assurance Agency reviews and professional bodies' accreditations;
- Specific departments lead the management of specific risks e.g. Health and Safety Department, Communication and Marketing, etc, whilst departments such as Finance, HR, Estates, Procurement etc maintain and enforce policies and procedures relating to their own professional areas and ensure that legislative and professional compliance is maintained;
- Policies and procedures established to manage specific risks e.g. animal facilities, control of chemicals, medical risk, etc;
- Risk Management Committee and processes in place, including:
 - o risk management policy agreed by Court;
 - o registers of key University, College and Support Group risks;
 - o reviews of key University risks;
 - o risk assessments incorporated into Committee papers as appropriate;
 - o risk assessments incorporated into College and Support Group annual planning documents;
 - o project risk registers;
 - o annual risk assurance questionnaire and reports;
 - o risk assurance map.
- Assurances on adequacy of operational controls etc provided through activities of Internal Audit Department and overviewed by Audit Committee;
- External assurance provided by the University's auditors, KPMG.

The activities and controls in place to manage the University's key risks are summarised in the University Overview Risk Register, and backed up by more detailed review papers.

Risk Management Committee Activities 2008/9

The key activities of the Risk Management Committee during 2008/09 can be summarised as:

- Update of University Risk Register – the outcome of the 2008/09 review was approved by the University Court at its meeting on 22 June 2009. The main risks to the University in the immediate future relate to meeting the challenges of the changing financial environment and were identified as:
 - o Insufficient funding to maintain and develop the University;
 - o Pressure for changes in staff terms and conditions (including pension funds);
 - o Challenge of managing activities to ensure income streams exceed costs.
- Updates of College, Support Group and Subsidiary Company Risk Registers;
- A review of each risk identified in the University Risk Register was undertaken by the relevant risk owner and the outcomes of the reviews were discussed and ratified by the Risk Management Committee. Copies of the reviews are available on the University Risk Management Committee website;
- An 'in year' log of risks/incidents was maintained, and the risks identified in the College and Support Group planning submissions were reviewed. The main new risks recognised during the year related to:

- The deteriorating world and UK financial and economic environment during the year - it was noted that the management of the University had recognised this increasing risk and had initiated actions e.g. management of deposits, controls over staff recruitment, redundancy funding, scenario planning etc to manage the impact of the deteriorating environment on the University;
- Pandemic flu – it was noted that the University had developed contingency plans, and that structures and processes had been established to manage the impact of the H1N1 pandemic on the University as the World Health Organisation raised its alert levels from April 2009;
- It became clear during the year that the full scope of the EUCLID project could not be delivered in the original timescale or budget, therefore the scope of project was significantly curtailed and a new governance structure put in place, with a view to closing the project by July 2010. Some new “satellite” projects are being established to implement required business developments which are not part of the reduced Euclid project ;
- The risk to University activities resulting from the proposed UCU strike action and the processes established in the University to manage the situation were noted. UCU have currently suspended their ballot;
- The RMC noted that the Information Commissioner had been given powers to levy significant fines on organisations that breach data security regulations, and asked the University Records Manager keep the RMC informed of actions to promote maintenance of data security within the University.

Since the year end, the valuation of the SBS pension fund has been received which shows that there is a very large shortfall between the pension liabilities and the valuation of the fund. This is in addition to the issues that had previously arisen for the USS pension fund where discussions are already taking place between institutional representatives and USS to find a way forward. The Finance Director and a subgroup of Court are acting for the University in addressing the USS issues. This group will also take the lead in addressing the SBS issues.

- Internal audit reports on project risk assessment and charitable organisations associated with the University were reported to the Risk Management Committee. In addition the Risk Management Committee commented on the draft document relating to major project definition and guidance which was one of the recommendations from the former report;
- The risks related to delivery of the College and Support Group annual plans were reviewed;
- A review of took place of the sources of assurance that are available at a corporate level to enable a view to be taken on the University’s management of its key risks. These are recorded in the assurance map;

It should also be noted that Internal Audit plans have been developed in cognisance of the University and College/Support Group risk registers.

Adequacy of Management of Risk in the University 2008/09

The adequacy of the University’s management of risk can be assessed by reference to the following:

1. University Risk Register, Risk Reviews, Assurance Map and Annual Risk Questionnaires and Reports, College and Support Group Risk Registers.

During the past year, the Risk Management Committee has reviewed all of the risks in the University Risk Register and has satisfied itself that adequate control mechanisms are in place to manage the key risks. Areas of improvement have been identified and actions are taking place appropriately to implement improvements. The major risks for the University are shown above as are the major new risks that were considered during the year.

Reviews of College, Support Group and subsidiary company risk registers coupled with reviews of the risks highlighted in planning submissions, indicates that these areas are recognising and managing their key operational risks.

A year-end questionnaire was completed by each College and Support Group (summary attached as Appendix 1). No major issues were identified which indicated any inadequacy of the University's management of risk. The issues highlighted were subject to management processes and appropriate actions are taking place to implement improvements identified.

Annual reports were received from the relevant Directors, related to Health and Safety, IT and Procurement risks. These provide assurance that the risks in those areas are being adequately managed.

Appendix 2 shows, for each risk, the sources of assurance that the Risk Management Committee has noted. This provides further assurance related to the adequacy of the management of the risks by the University. The sources of assurances include the risk reviews undertaken, periodic update reports, relevant Balanced Scorecard information, internal audit reports etc. The table also shows that many of the key risk issues have been discussed in the senior management and academic committees of the University.

2. Internal Control Questionnaire

Finance Department, in conjunction with KPMG, have issued a self-assessment Internal Control Questionnaire for completion by budget managers. Finance has reviewed the responses and has provided a summary to the Risk Management Committee. Whilst there are a few issues to be followed up, no major issues have been highlighted as a result of the Internal Control Questionnaire.

3. Law and Regulation Return

Finance Department have sought a Law and Regulation return from each of Head of School and Head of Support Group relating to breaches in law and regulation and in particular those which might have a financial impact of over £50,000. Responses have been received from each area, and all respondents have confirmed that they are not aware of any such breaches.

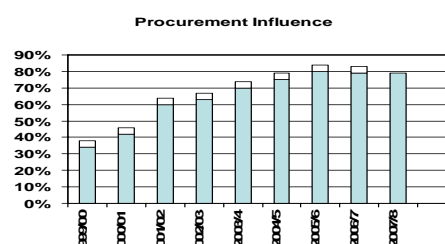
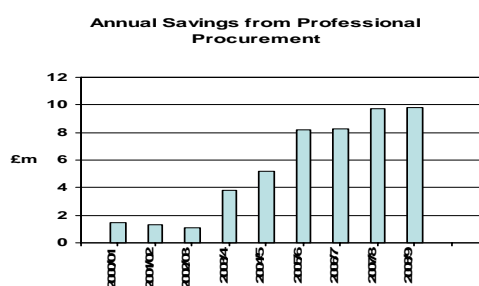
4. Procurement assurances

The CUC Guidance for Members of Higher Education Governing Bodies in the UK (issued November 2004) indicates that Governing Bodies should assure themselves, via the Risk Management processes, that *“Value for Money is achieved through obtaining assurances that: adequate procurement policies and procedures are in place, and that policies and procedures are consistently applied and there is compliance with the relevant legislation”*.

The Risk Management Committee has received a report from the Director of Procurement and is satisfied that a procurement strategy is in place, as are procurement policies and authorisation

policy. The policies were updated and approved by CMG in Jun 2009 to reflect the publication of the Scottish Government Public Procurement Policy Handbook. All procurement over EU limits requires the notification to, and the involvement of the Director of Procurement or her staff.

As part of its KPI's, the Procurement Department has recorded both the "influence" they have over procurement spend and the benefits achieved through professional procurement. For the year ended 2007/08 procurement influence was 79%, (on a new basis of recording influence on expenditure of £1000, of the previous influence being based on expenditure of £3000 – the previous year's influence have been adjusted downward for comparability) and benefits of £9.7m were achieved. 2008/09 information will be available later in 2009 with benefits expected to exceed £9.8m. This includes benefits delivered through APUC Ltd, the sector's collaborative procurement body established as a result of the McClelland Review, and Procurement Scotland who undertake certain procurements across the whole of the public sector. The Director of Procurement is a Fellow of the Chartered Institute of Purchasing and Supply and 14 staff across the University are CIPD members.



Response to questions on Procurement in the Annual Risk Questionnaire and the Internal Control Questionnaire indicates that there were no incidents of failure to comply with procurement legislation and University/funding body requirements.

The Risk Management Committee can therefore assure Court that adequate procurement policies and procedures are in place, and that policies and procedures are consistently applied for all major procurement and most minor procurement, and that there is compliance with the relevant legislation.

5. Fraud

The University will provide written representations to the external auditors as part of its year end processes as follows (2008 year end wording)

The Court:

- (a) understands that the term "fraud" includes misstatements resulting from fraudulent financial reporting and misstatements resulting from misappropriation of assets. Misstatements resulting from fraudulent financial reporting involve intentional misstatements including omissions of amounts or disclosures in financial statements to deceive financial statement users. Misstatements resulting from misappropriation of assets involve the theft of an entity's assets, often accompanied by false or misleading records or documents in order to conceal the fact that the assets are missing or have been pledged without proper authorization;
- (b) acknowledges responsibility for the design and implementation of internal control to prevent and detect fraud and error;
- (c) confirms that there have been no instances of fraud or suspected fraud affecting the University involving
 - management and those charged with governance;
 - employees who have significant roles in internal control; or
 - others where the fraud could have a material effect on the financial statements.

(d) confirms that have been no allegations of fraud, or suspected fraud, affecting the University's financial statements communicated by employees, former employees, analysts, regulators or others; and
(e) has disclosed to you the results of its assessment of the risk that the financial statements may be materially misstated as a result of fraud.

With regard to points (c) and (d), the Annual Risk questionnaire formally sought information regarding fraud from each College and Support Group, and the internal Control questionnaire also sought assurances on fraud. There were no reported incidents of fraud in either questionnaire. There were also no allegations of fraud or suspected fraud affecting the University's financial statements.

6. Internal Audit

The reporting of Internal Audit activities and its review by the Audit Committee provides a further view of the status of the control environment in the University. As part of their activities, Internal Audit reports on the adequacy and effectiveness of risk management processes. The conclusions from the Audit Committee are reported separately.

Conclusion

The overall view of the Risk Management Committee on the adequacy of the management of risk in the University is that, on the basis of the activities described above, the University has been satisfactorily managing its key risks during the year ended 31 July 2009. Further assurances on the adequacy of the internal control environment and its effectiveness in controlling operational risks, will be provided by Internal Audit, and by KPMG's audit work.

A further assurance relating to post year end risk management and controls will be provided to the University Court prior to sign off of the financial statements in December.

NALP/HS

APPENDIX 1

University of Edinburgh

Risk Management Annual Return

For the period 1 August 2008 to 31 July 2009

Summary of responses from Colleges/Support Groups

		Yes	No	If YES, provide details ¹
1	Has student recruitment significantly ² fallen short of College targets/plans with respect to overseas student growth, postgraduate student growth, widening participation or home undergraduate numbers?		√	
2	Has there been a major breach of academic or ethical standards?		√	
3	Has there been any loss of accreditation for courses, or major issues raised by accrediting authorities, which are regarded as potentially significantly damaging to the College's reputation?		√	
4	Has there been any failure to meet appropriate Quality Assurance standards?		√	
5	Have there been any major issues related to academic or other collaborations that have given, or could potentially give rise to, a damaging breakdown or failure to deliver the expected benefits to the University?		√	
6	Has there been any significant breakdown in the relationships with students or student representatives?		√	Students in LLC raised some concerns about possible withdrawal of provision of some European languages, but have been reassured that their concerns were unfounded.
7	Have there been any instances of serious breach in regulations with regard to students, which have been or are being dealt with under the Code of Student Discipline?		√	
8	Have there been any issues with regard to the adequacy of student support services and facilities which have had a significant detrimental impact on the quality of the student experience, or the recruitment and	√		Quality of catering at KB is a cause for concern. Being taken up with EUSA and Accommodation Services

¹ Please attach further details on supplementary pages if necessary. If the question has no relevance to a particular area, then please indicate "Not Applicable" (for instance: support groups are unlikely to be able to respond to the question related to course structures)

² "Significant" where used throughout the document, implies a level of disruption, which goes beyond that normally regarded as acceptable either in terms of magnitude or time. Many disruptions are resolved or recovered over a short period or time and hence, whilst inconvenient, do not cause damage to relationships, reputations, or operations. However some disruptions either because of the time at which they occur, their magnitude, or their extended period, do cause damage to relationships, reputation or operations. These are regarded as significant and should be noted

	retention of students?			
		Yes	No	If YES, provide details
9	Taking both recruitment and departures into account, has there been a net loss or failure to recruit academic or support staff, which has or will potentially lead to ongoing impairment of research, teaching or operational capability?	√		MVM has experienced difficulty in recruiting academic psychiatrists, faced with a series of retirements in 2008/09-2009/10. Further steps are being taken to explore the markets and to negotiate extensions of service with existing staff, to ensure that research and teaching commitments are covered.
10	Have there been any instances of dismissal, retirement, resignation, formal disciplinary proceedings or formal verbal warnings of a member of staff as a result of fraud, theft, misappropriation of assets, inaccurate false or misleading records, or non-compliance with policies?	√		One academic colleague in HSS formally disciplined for non-compliance with University policies
11	Have there been any instances of whistle-blowing under the University's whistle-blowing policy? ³		√	
12	Have there been any instances of fraud or suspected fraud affecting the University including involving <ul style="list-style-type: none"> - management and those charged with governance - employees who have significant roles in internal control - other where the fraud could have a material effect on the financial statements 		√	
13	Have there been any allegations of fraud or suspected fraud communicated by employees, former employees, regulators, or others?		√	
14	Has there been any safety, health or environmental incidents or releases, which have resulted in serious injury, death, reputational damage, or imposition of restrictions?	√		Midlothian Council has served Notice under Sect 57 of Roads (Scotland) Act 1984 requiring UoE to take appropriate measures to improve pedestrian safety at Easter Bush. Consensus reached regarding optimum approach and measures implemented. (EB)
15	Have there been any instances of procurement activity that have failed to comply with University/funding body requirements (e.g. by failing to tender for procurement packages valued over £25k) or failing to use OJEU procedures for procurement of goods/services (above		√	

³ The University Audit Committee wishes to be aware of instances of whistle-blowing

	£150k over 4 years) or works (estimate over £3.8m)?			
		Yes	No	If YES, provide details
16	Have there been any instances of failure, loss or inadequate operation of IT systems, infrastructure or controls that resulted in significant disruption to College / Support Group activities?	√		Short/medium term outages, and poor response times on systems/files caused frustration and significant localised impact.
17	Have there been any occurrences of inadequate security over, or loss of personal data from the University e.g. loss of electronic equipment, memory devices etc containing personal data, unauthorised downloading from or access to electronic systems/files or and manual records containing personal data etc,	√		Clinical academic trainee left hard copies of discharge letters in lap-top case, when lap-top sent for disposal. Material returned by disposal firm; appropriate reminders issued to junior staff in training posts. Research nurse mislaid patient information in transit between two work locations. Papers were subsequently found by another employee at one of the work locations. The incident has been dealt with under the Disciplinary Procedure
18	Have deficiencies in the state of the University's properties led to any of the following? <ul style="list-style-type: none"> - inability or serious disruption in conducting research, teaching, administrative or other University activities, - loss of research project funding, - damage to reputation, - failure to recruit or retain students or staff - prosecution for legal non-compliance 		√	
19	Has there been significant damage to property or equipment as a result of fire, explosion, malicious damage or any other reason which has resulted in financial loss for the University or significant disruption of the conduct of 'normal business' in Colleges / Schools / Support Groups/Subsidiaries?		√	

	Yes	No	If YES, provide details
20	<p>Have there been any instances of change activities (projects, new developments, new systems and processes etc) failing or likely to fail to achieve their goals, or overrunning by more than 10% on time or cost against plans?</p>	√	<p>Outcome of claim against contractors relating to the costs of dealing with QMRI basement water ingress issues may result in costs for the whole project overrunning by more than 10% when it is finally settled</p> <p>Failure to achieve Review and re-presentation of Assessment Regulations. Revised planning will take place in the context of new Senate committee structure</p> <p>EUCLID over-run by more than 10% on cost/time - IS performance related issues being a significant contributor. It became clear during the year that full scope could not be delivered in the original timescale or budget, therefore scope of project significantly curtailed and new governance structure put in place, such that project closes by July 2010. Some new "satellite" projects being established to implement required business developments which had been de-scoped from EUCLID. Issues of both staff retention and redeployment are arising as a result of de-scoping and the project entering its final year.</p> <p>EXSEED project, to implement Microsoft Exchange e-mail/e-diary (which was instituted as a result of the previous project to roll out staff mail and diary being unable to fully meet users requirements), whilst on target to be of a similar cost to such implementations in other institutions, will exceed the original projected budget by over 10%</p>

		Yes	No	If YES, provide details
				Additional funding provided during planning round to Web Project due to inability to deliver within previous funding. Colleges and Support Groups also funding significant work themselves
21	Have there been instances of inadequate financial control (managerially or operationally) which resulted in, or potentially could have resulted in significant financial loss or loss of reputation?		√	
22	Have there been any instances of significant contractual breach by the University or a subcontractor of the University, which has exposed the university to the potential of serious litigation or financial liabilities?		√	
23	Have any legal actions been brought against the University (whether settled or pending)?	√		1 employee case being heard by an Employment Tribunal - not yet settled; 1 further cases could be heading for an Employment Tribunal if not resolved; and 1 HR case for Breach of Contract has been taken to the Civil Court.
24	Have there been any incidents, occurrences or activities which breach legislation or professional standards which have resulted in or potentially could result in a) prosecution or likelihood of prosecution against the University b) prosecution or formal disciplinary proceedings against staff or students, or which gave rise to a likelihood of prosecution or serious reputational damage for the institution?	√		Two cases reported in the College of Science and Engineering: one of a potential student scientific misconduct (investigation in progress); the second a breach of local animal house procedures which was dealt with internally
25	Have there been any incidents or adverse publicity that have caused serious damage to the reputation and image of the University in the eyes of other academic institutions/colleagues; the media; national, regional or city politicians; key influencers; national and local businesses; or the local community?	√		Public statements (unsubstantiated) made by a student in dispute with the College of Medicine and Veterinary Medicine regarding members of staff, could potentially impact on the reputation of the University.

		Yes	No	If YES, provide details
26	Are actual or potential changes in public policy and legislation having or likely to have a significant detrimental impact on college/support group activities?	√		<p>Impact of credit crisis and future policy decisions by UK and Scottish Governments regarding public funding.</p> <p>The forthcoming 2010 review of tuition fees may lead to policy changes affecting the University</p> <p>UKBA regulations are having a detrimental impact on international staff and student recruitment</p> <p>Biological safety/biosecurity legislation changes could involve increased workload.</p>
27	Are there any areas of existing, new, or changed legislation where implementation has not been or will not be completed in the required timescale	√		<p>Asbestos Type 2 surveys not completed to required standard. Contractor terminated; seeking to appoint appropriate contractor to complete; actions in place to deal with incomplete register.</p> <p>There are some concerns over our capacity to conduct equality impact assessments whenever necessary.</p>
28	Are there any significant new or emerging risks that have not been captured in the University Overview Risk Register, which could put the survival or goals of the University, College or Support Group in jeopardy?	√		<p>Carbon reduction commitment – UoE required to lodge approx £500k for each of 09/10 and 10/11 under the new government scheme for large non-intensive energy users. Payments due April 2011 to be held for 6 months then adjusted to reflect institutions carbon energy performance. Risk is +/- 10% in first year growing to +/- 50% in year 5.</p> <p>Pensions – It has become clear that the USS valuation and the recent SBS valuation will have very large financial and potentially HR implications on the University. The University is engaged in assessing the way forward in conjunction with the Pension Funds, but the impact will be much greater than currently envisaged by many managers and staff.</p>

	Yes	No	If YES, provide details	
29	Are there any risks in the University or College/Support Group risks registers that you consider are not being adequately managed, and are exposing the University to undesirable risk?		√	

Appendix 2: Assurance map 2008/09 version: relating to University Risk Register version 6

Management process and mitigating activities, assurance of effectiveness of risk control mechanisms, evidence, and with reference to the Strategic Plan 2008/12

Risk	Current Management Processes and Mitigating Activities	Goals / Enablers / Strategic Themes	2008-12 Strategies (per Strategic Plan)	Assessment of assurance of effectiveness of risk control mechanisms	Assurance providers	Evidence provided
<p>1. Insufficient funding to maintain and develop the University due to:</p> <ul style="list-style-type: none"> - Divergence in funding attached to RAE outcomes and REF framework between Scotland and the rest of the UK - Scottish Governmental and SFC funding policies compared to the rest of the UK - divergence of teaching funding and student support regimes between Scotland and the rest of the UK; - SFC review of teaching funding 	<p>Lobbying, directly and via US/UUK</p> <p>Input to key external groups on their strategic plans and funding issues/reviews</p> <p>University planning process including monitoring of student demand and intakes</p> <p>Internal pressure within Colleges and ERI to maintain focus on grant applications</p> <p>Comprehensive review of capital programme</p>	<p>Excellence in research</p> <p>Excellence in commercialisation and knowledge exchange</p> <p>Quality services</p> <p>Quality infrastructure</p> <p>Stimulating alumni relations and philanthropic giving</p>	<ul style="list-style-type: none"> • Ensuring that our management and support structures enable us to be flexible and responsive to new opportunities and investment sources • Continuing to win competitive bids to host new research centres and major national facilities • Working together with major research funders and other external bodies internationally and in the UK • Ensuring that commercialisation agreements provide for a reasonable financial return both to the University and to the inventors • Investing in improvements which show a clear return on investment, for example by reduction in direct costs or reduced opportunity cost of staff time • Securing investment from external sponsors • Continue to fundraise on a sustainable, professional and efficient platform • Increasing funds raised from private individuals and private and charitable trusts 	<p>Review of effectiveness of controls by lead risk manager</p> <p>University planning process including monitoring of student demand and intakes</p> <p>Monitoring of relevant Balanced Scorecard indicators</p> <p>Monitoring of comparative financial data against Russell Group Peers</p> <p>Responses from Risk Management Annual Return</p>	<p>Director of Planning</p> <p>Director of Planning</p> <p>Director of Planning</p> <p>Director of Finance</p>	<p>[Review URL]</p> <p>Court: 15.12.08</p> <p>PSG: 3.11.08, 19.12.08</p> <p>FGPC: 5.5.09</p> <p>CMG: 21.1.09</p> <p>AC: 12.3.09, 11.6.09</p> <p>RMC: 11.5.09</p>

Risk	Current Management Processes and Mitigating Activities	Goals / Enablers / Strategic Themes	2008-12 Strategies (per Strategic Plan)	Assessment of assurance of effectiveness of risk control mechanisms	Assurance providers	Evidence provided
<p>2. Performance or rate of growth in the University's activities falls behind international competitors leading to league table slippage</p> <p>e.g. in areas such as:</p> <ul style="list-style-type: none"> a) size (turnover/assets); b) research funding c) international students; d) PGR/PGT student numbers; e) widening participation; f) home/EU numbers, particularly the attraction of science undergraduates g) asset enhancement and investment (see Risk 4); 	<p>Strategic plan priorities and targets, and its implementation</p> <p>International Office and Marketing activities</p> <p>Development of international linkages and MoUs</p> <p>Focus on maintaining and growing research funding</p> <p>Opportunities to merging / embedding "Institutes" from research funders into the University</p> <p>Student number monitoring</p> <p>Maintenance and enhancement of the University's estate (see risk 4)</p>	<p>Excellence in learning and teaching</p> <p>Excellence in research</p> <p>Quality services</p> <p>Quality infrastructure</p> <p>Advancing internationalisation</p> <p>Promoting equality, diversity, sustainability and social responsibility</p>	<ul style="list-style-type: none"> • responding to recommendations identified through quality enhancement activities • expanding access to taught postgraduate and continuing professional development provision through e-learning • increasing numbers of postgraduate research students • embedding the use of performance indicators • generating surpluses for reinvestment • continuing to attract more, and a diverse range of, international students and staff • finding new ways of identifying prospective students with the best potential to succeed • ensuring that our student admissions policy and procedure is fair, clear and transparent • providing and promoting awareness of scholarships and bursaries 	<p>Review of effectiveness of controls by lead risk manager</p> <p>Monitoring of annual accounts and comparative sector data from HESA</p> <p>Monitoring of share of SFC grants</p> <p>Balanced Scorecard indicators</p> <p>Student intake number setting, analysis and reporting</p> <p>Responses from Risk Management Annual Return</p>	<p>Director of Planning</p> <p>Director of Finance and Director of Planning</p> <p>Director of Planning</p> <p>Director of Planning</p> <p>Director of Planning</p>	<p>[Review URL]</p> <p>Court: 20.10.80, 15.12.08, 23.2.09, 25.5.09</p> <p>PSG: 24.9.08, 21.10.08, 3.11.08, 19.12.08, 17.2.09, 29.5.09</p> <p>FGPC: 6.10.08, 1.12.08, 26.1.09, 5.5.09, 8.6.09</p> <p>CMG: 15.10.08, 18.11.08, 21.1.09, 18.3.09, 26.5.09, 17.6.09</p> <p>AC: 2.10.08, 20.11.08</p> <p>RMC: 2.4.09</p> <p>BSC measures 2, 19 & 21</p>

Risk	Current Management Processes and Mitigating Activities	Goals / Enablers / Strategic Themes	2008-12 Strategies (per Strategic Plan)	Assessment of assurance of effectiveness of risk control mechanisms	Assurance providers	Evidence provided
3. Issues emerging from national pay bargaining result in some disruption to staff and students	<p>HR input to national pay bargaining structures</p> <p>Sustaining effective relations with local trade unions</p> <p>Contingency planning</p> <p>Maintenance of good, close relations with EUSA</p> <p>Scenario planning to identify ways to reduce the risk and minimise future disruption</p>	<p>Quality people</p> <p>Enhancing our student experience</p>	<ul style="list-style-type: none"> improving ways of informing and involving staff in decisions and changes which affect them ensuring that information provided to students is comprehensive, accessible, consistent and user friendly 	<p>Review of effectiveness of controls by lead risk manager</p> <p>Communications from and with UCEA</p> <p>Responses from Risk Management Annual Return</p>	<p>Director of HR</p> <p>Director of HR</p>	<p><i>Note that the URL reference to this risk review is excluded as it is closed</i></p> <p>Court: 15.12.08, 25.5.09</p> <p>PSG: 5.5.09</p> <p>CMG: 18.11.08</p> <p>AC: 12.3.09</p> <p>RMC: 2.4.09</p>
4. Rate of maintenance, enhancement and investment in the estate limits the University's ability to support University's growth aspirations (research, education and accommodation), provide a satisfactory student experience and provide staff with a satisfactory working environment - e.g. due to: <ul style="list-style-type: none"> funding constraints complexity of projects which are funded by 	<p>Capital building programme projects</p> <p>Estates Advisory Group (EPAG) / Space Management Group (SMG) monitoring and advising</p> <p>Prioritised maintenance programme and maintenance backlog programme</p>	<p>Excellence in learning and teaching</p> <p>Excellence in commercialisation and knowledge exchange</p> <p>Quality infrastructure</p>	<ul style="list-style-type: none"> stimulating new and more flexible ways of learning, teaching and assessing through the use of new technologies and the innovative design of teaching space creating and extending pre-incubation, incubation and science park facilities through the Edinburgh Pre-Incubation Scheme, the Edinburgh Technology Transfer Centre, the Edinburgh Technopole Science Park, The Informatics Forum, and the Edinburgh BioQuarter developing and regenerating our estate through the implementation of our Estate 	<p>Review of effectiveness of controls by lead risk manager</p> <p>Annual benchmarking against sector</p> <p>Annual condition and legislation compliance backlog survey</p> <p>Building performance assessments (condition and functional suitability)</p>	<p>Director of Estates & Buildings</p> <p>Director of Estates & Buildings</p> <p>Director of Estates & Buildings</p> <p>Director of Estates & Buildings</p>	<p><i>[Review URL]</i></p> <p>Court: 20.10.08, 23.2.09, 25.5.09</p> <p>FGPC: 1.12.08, 5.5.09, 8.6.09</p> <p>CMG: 17.09.08, 21.1.09, 22.4.09, 17.6.09</p> <p>AC: 2.10.08, 12.3.09, 11.6.09</p>

Risk	Current Management Processes and Mitigating Activities	Goals / Enablers / Strategic Themes	2008-12 Strategies (per Strategic Plan)	Assessment of assurance of effectiveness of risk control mechanisms	Assurance providers	Evidence provided
<ul style="list-style-type: none"> ○ multiple partners ○ city planning constraints ○ operational complexity ○ lack of capacity in construction industry ○ space improvement targets fail to be achieved ○ tight market for professional staff hence recruitment and retention difficulties ○ city and regional infrastructure constraints 	Business continuity and contingency planning arrangements	Enhancing our student experience	<p>Development Masterplans</p> <ul style="list-style-type: none"> • promoting a culture of space awareness and flexible approaches to the use of space across the University • providing excellent project management and appropriate cost control for capital development projects • continuing our maintenance and compliance work programme • finding new ways to share space, facilities, services and expertise within the sector and with other organisations • securing investment from external sponsors <ul style="list-style-type: none"> • providing good-quality and well-placed learning and social spaces that support group and individual learning and form stimulating foci for the life of the academic community • preparing a sustainable estate strategy for EUSA to underpin delivery, over time, of the facilities required to support EUSA services 	<p>Annual condition and legislation compliance backlog survey</p> <p>Responses from Risk Management Annual Return</p>	Director of Estates & Buildings	RMC: 12.1.09 BSC measures 29 & 31
5. Failure to provide a high quality student experience or respond to the issues highlighted in the National Student Survey	College and Support Group Annual and Strategic Plans “Student Experience” a specific goal in the 2008/12 University Strategic Plan	Enhancing our student experience	<ul style="list-style-type: none"> • facilitating the transition to university by being responsive to the range of students’ circumstances, experience, expectations and aptitudes • improving the quality of student induction and departure events • ensuring that information provided to students is comprehensive, accessible, consistent and user friendly • providing coordinated student services that recognise the needs and expectations of 	<p>Review of effectiveness of controls by lead risk manager</p> <p>NSS results</p> <p>Other student experience survey results of e.g. library, IT, teaching quality, course design.</p>	VP Academic Enhancement VP Academic Enhancement VP Academic Enhancement	[Review URL] PSG: 7.10.08, 17.3.09, 12.08.09 CMG: 18.11.08 AC: 20.11.08, 12.3.09, 11.6.09 RMC: 12.1.09,

Risk	Current Management Processes and Mitigating Activities	Goals / Enablers / Strategic Themes	2008-12 Strategies (per Strategic Plan)	Assessment of assurance of effectiveness of risk control mechanisms	Assurance providers	Evidence provided
			<ul style="list-style-type: none"> • students, prospective students and graduates providing good-quality and well-placed learning and social spaces that support group and individual learning and form stimulating foci for the life of the academic community • strengthening collaboration between academic and student services and EUSA • preparing a sustainable estate strategy for EUSA to underpin delivery, over time, of the facilities required to support EUSA services • supporting our student societies and sports clubs • standardising analysis of, and action taken in response to, internal and external student feedback • ensuring that our graduates are self-confident and possess economically valuable capabilities, expertise and skills • brokering partnerships between specialists and academics to enhance the delivery of transferable skills to all students 	<p>International Student Barometer and Postgraduate Research Experience Survey</p> <p>Responses from Risk Management Annual Return</p>	VP Academic Enhancement	11.5.09 BSC measure 25
6. Inability to retain or attract sufficient key academic staff to meet University / College goals for research and teaching	<p>Ensuring the university remains an attractive working environment</p> <p>Annual review of academic staff (incl salary)</p> <p>Active leadership by Principal and of HoCs</p> <p>Recruitment processes</p>	<p>Excellence in learning and teaching</p> <p>Excellence in research</p> <p>Quality people</p>	<ul style="list-style-type: none"> • Ensuring that staff involved in the delivery of learning and teaching continue to develop their professional capability • Recruiting and retaining excellent researchers • Supporting the professional and career development of staff engaged with research • Continue to review and improve recruitment and retention strategies, systems and processes 	<p>Review of effectiveness of controls by lead risk manager</p> <p>Recruitment and retention monitoring</p> <p>Annual equal pay review</p> <p>Responses from Risk Management Annual Return</p>	<p>Director of HR</p> <p>Director of HR</p> <p>Director of HR</p>	<p><i>[Review URL]</i></p> <p>PSG: 17.3.09</p> <p>AC: 20.11.08, 11.6.09</p> <p>RMC: 2.4.09, 11.5.09</p>

Risk	Current Management Processes and Mitigating Activities	Goals / Enablers / Strategic Themes	2008-12 Strategies (per Strategic Plan)	Assessment of assurance of effectiveness of risk control mechanisms	Assurance providers	Evidence provided
	<p>group convened by Human Resources (HR) Director monitoring & dealing with issues</p> <p>Flexible HR strategies to meet needs of different business areas</p>	<p>Advancing internationalisation</p> <p>Promoting equality, diversity, sustainability and social responsibility</p>	<ul style="list-style-type: none"> Developing and implementing succession planning arrangements Recognising and rewarding excellence through the effective use of our Contribution Reward policy and promotion process, and the development of a Total Reward Strategy Establishing a culture of personal and professional development through appraisal and other development processes Supporting the development of all staff in preparing for, holding, or stepping down from leadership and management roles Promoting health, wellbeing and a positive working environment supported by good management practices and clearly defined roles and responsibilities Continuing to attract more, and a diverse range of, international students and staff Ensuring that students and staff with particular needs have access to appropriate facilities and support services 			
<p>7. Failure to maintain financial sustainability e.g. as a result of the following issues:</p> <ul style="list-style-type: none"> failure to deliver plans for additional income and cost control 	<p>Finance Strategy Group & financial planning and budgetary/forecasting processes, including F&GPC/Court oversight</p> <p>EPAG</p>	<p>Excellence in research</p> <p>Quality services</p>	<ul style="list-style-type: none"> ensuring that our management and support structures enable us to be flexible and responsive to new opportunities and investment sources Generating surpluses for reinvestment investing in improvements which show a clear return on investment, for example, by reduction in direct costs or reduced opportunity cost of staff time 	<p>Review of effectiveness of controls by lead risk manager</p> <p>Level of university annual surplus/deficit and cash flow position</p> <p>Measure of growth in key</p>	<p>Director of Finance</p> <p>Director of Finance</p> <p>Director of Finance</p>	<p><i>Note that the URL reference to this risk review is excluded as it is closed</i></p> <p>Court: 20.10.08, 15.12.08, 23.2.09, 25.5.09</p>

Risk	Current Management Processes and Mitigating Activities	Goals / Enablers / Strategic Themes	2008-12 Strategies (per Strategic Plan)	Assessment of assurance of effectiveness of risk control mechanisms	Assurance providers	Evidence provided
<p>- management of the impact of combined impact of pay settlement, reward modernization, and increased pension fund contributions on the cost base of the University;</p> <p>- lack of competitiveness in University's cost base which results in higher FEC overhead and estate rates than other institutions.</p>	<p>Review of filling of University posts</p> <p>Funding for voluntary severance/early retirement</p> <p>Development of new financial strategy</p>	<p>Quality infrastructure</p>	<ul style="list-style-type: none"> developing and regenerating our estate through the implementation of our Estate Development Masterplans promoting a culture of space awareness and flexible approaches to the use of space across the University providing excellent project management and appropriate cost control for capital development projects continuing our maintenance and compliance work programme finding new ways to share space, facilities, services and expertise within the sector and with other organisations generating surpluses for reinvestment securing investment from external sponsors 	<p>income streams</p> <p>Measuring cost increases in staff and non-staff costs</p> <p>Comparison with competition on key performance measures</p> <p>Financial control of capital building programme</p> <p>Responses from Risk Management Annual Return</p>	<p>& VP Dev & Alumni</p> <p>Director of Finance</p> <p>Director of Finance</p> <p>Director of Finance</p>	<p>PSG: 9.9.08, 17.11.08, 20.1.09, 5.5.09</p> <p>FGPC: 6.10.08, 1.12.08, 2.3.09, 5.5.09, 8.6.09</p> <p>CMG: 17.9.08, 15.10.08, 18.11.08, 21.1.09, 18.3.09, 22.4.09, 26.5.09, 17.6.09, 21.8.09</p> <p>AC: 12.3.09, 11.6.09</p> <p>RMC: 11.5.09</p> <p>BSC measures 3, 10-18 & 28</p>
<p>8. Inadequate management of work priorities and major change projects both individually and as a combined programme of activity. Major projects in progress are:</p> <p>8.1 new student administration processes project (EUCLID);</p> <p>8.2 full economic costing and administration;</p>	<p>Project management steering groups, boards, advisory groups and implementation groups</p> <p>Project management processes (including "Gateway" reviews for EUCLID)</p> <p>"Projects" website</p>	<p>Quality services</p> <p>Quality infrastructure</p> <p>Building strategic partnerships and collaborations</p>	<ul style="list-style-type: none"> planning major initiatives on a holistic basis developing and regenerating our estate through the implementation of our Estate Development Masterplans providing excellent project management and appropriate cost control for capital development projects continuing to develop a systematic approach to the acquisition, creation, capture, storage, presentation and management of information resources 	<p>Review of effectiveness of controls by lead risk manager</p> <p>8.1 Reports to the EUCLID Strategy & QA Group; External Reviews</p> <p>8.2 Monthly reports to monitor progress on grants</p> <p>8.3 Project monitoring by Project Board</p>	<p>8.1 Director of Registry</p> <p>8.2 Director of Finance</p> <p>8.3 Director Communications & External Affairs</p> <p>8.4 Director of Estates & Bldgs</p> <p>8.5 Director of Planning</p> <p>8.6 Academic Registrar (students)</p>	<p>[Review URL]</p> <p>PSG: 9.9.08, 24.9.08, 7.10.08, 21.10.08, 19.12.08, 20.1.09, 17.2.09, 17.3.09</p> <p>FGPC: 2.3.09, 5.5.09, 8.6.09</p> <p>CMG: 15.10.08, 18.11.08, 21.1.09,</p>

Risk	Current Management Processes and Mitigating Activities	Goals / Enablers / Strategic Themes	2008-12 Strategies (per Strategic Plan)	Assessment of assurance of effectiveness of risk control mechanisms	Assurance providers	Evidence provided
8.3 web project; 8.4 major estates projects e.g. Vet School, SCRM, library central area refurbishment; 8.5 adaption of data collection processes/systems to reflect the new metrics related basis for future research assessment 8.6 Establishing process to operate the new managed immigration system (affecting staff and students)	Reporting to University committees Communication activities Planning and provision of resource to enable projects For fEC and new metrics on research assessment, UoE involvement at UK level	Advancing internationalisation	<ul style="list-style-type: none"> stimulating the development and growth of interdisciplinary research centres across Schools and Colleges and with other organisations continuing to attract more, and a diverse range of international students and staff 	8.4 Monitoring by Strategic Project Boards of progress, costs, quality, sustainability 8.5 Not yet appropriate 8.6 Monitoring of attendance, fees arrears and identity information Responses from Risk Management Annual Return	and Director of HR (staff)	18.3.09, 22.4.09, 17.6.09 AC: 12.3.09, 11.6.09 RMC: 12.1.09, 2.4.09, 11.5.09
9. Inadequate engagement with changes in public policy, legislation, and practice affecting Higher Education, e.g. <ul style="list-style-type: none"> UK Government; Scottish Executive/Scottish Enterprise/SFC; City of Edinburgh; European Union; Research Councils 	Membership of sector-wide representational bodies Informal liaison, networking and lobbying Monitoring public policy developments Responses to consultations Senior management membership of various	Excellence in research Excellence in commercialisation and knowledge exchange Quality services Quality infrastructure Engaging with our wider community	<ul style="list-style-type: none"> Working together with major research funders and other external bodies internationally and in the UK Enhancing our contribution to public policy formulation Striving to meet recognised industry and commercial standards Continuing our maintenance and compliance work programme Providing expert contributions to public debate, and briefing MSPs, ministers, 	Review of effectiveness of controls by lead risk manager Responses from Risk Management Annual Return	Head of Public Policy	<i>[Review URL]</i> PSG: 17.11.08, 19.12.08, 20.1.09, 3.4.09 FGPC: 1.12.09, 5.5.09 CMG: 21.1.09 AC: 2.10.08 RMC: 12.1.09

Risk	Current Management Processes and Mitigating Activities	Goals / Enablers / Strategic Themes	2008-12 Strategies (per Strategic Plan)	Assessment of assurance of effectiveness of risk control mechanisms	Assurance providers	Evidence provided
	external bodies	Promoting equality, diversity, sustainability and social responsibility	<ul style="list-style-type: none"> officials and the media on policy issues • Interacting with key city partners over issues including planning, procurement, transport and relations between the student and resident communities • Developing new, and strengthening existing, relationships with key strategic partners in both the public and private sectors, including Scottish Enterprise, NHSScotland and small and medium-sized enterprises • Exploiting our strengths in environmental and sustainability research to influence policy formulation and implementation 			
<p>10. Failure to appropriately position and support the University's image and reputation:</p> <ul style="list-style-type: none"> o inadequate management of standing, image, and brand; o inadequate marketing; o ineffective relationships with wider local and business community, press etc 	<p>Activities of Communications & Marketing</p> <p>Review of University's PG publications</p> <p>Opening of University Visitor Centre</p> <p>Media monitoring and management</p> <p>Brand and visual identity management processes</p> <p>Market research</p>	<p>Advancing internationalisation</p> <p>Engaging with our wider community</p>	<ul style="list-style-type: none"> • promoting internationally the strengths of the University and the achievements of our staff and students • increasing and embedding the public engagement work undertaken by staff through the activities of the Edinburgh Beltane Beacon programme • providing expert contributions to public debate, and briefing MSPs, ministers, officials and the media on policy issues • developing and expanding innovative initiatives to encourage pupils in our local schools to consider the University of Edinburgh as their institution of choice • supporting the involvement of University teams and individuals in major sporting events and competitions 	<p>Review of effectiveness of controls by lead risk manager</p> <p>Monitoring of adverse media coverage</p> <p>Monitoring of fundraising levels</p> <p>Monitoring of number of student applications</p> <p>Responses from Risk Management Annual Return</p>	<p>Director of Communications & External Affairs</p> <p>Director of Communications & External Affairs</p> <p>Director of Development</p> <p>Director of SRA</p>	<p><i>[Review URL]</i></p> <p>Court: 15.12.08, 23.2.09</p> <p>PSG: 9.9.08, 19.12.08, 17.2.09</p> <p>FGPC: 1.12.08, 26.1.09</p> <p>CMG: 17.9.08, 15.10.08, 18.11.08, 21.1.09</p> <p>AC: 2.10.08</p> <p>RMC: 23.9.08,</p>

Risk	Current Management Processes and Mitigating Activities	Goals / Enablers / Strategic Themes	2008-12 Strategies (per Strategic Plan)	Assessment of assurance of effectiveness of risk control mechanisms	Assurance providers	Evidence provided
	<p>Development of signage strategy</p> <p>Introduction of community strategy</p> <p>Website development project</p>	<p>Stimulating alumni relations and philanthropic giving</p>	<ul style="list-style-type: none"> • interacting with key city partners over issues including planning, procurement, transport and relations between the student and resident communities • developing new, and strengthening existing relationships with key strategic partners in both the public and private sectors, including Scottish Enterprise, NHS Scotland and small- and medium-sized enterprises • implementing our Community Relations Strategy • promoting the University's achievements, emphasising national and international media in our communications activity • fostering recognition through improved physical branding and signage, publications, our website and recruitment and advertising strategies • sustaining and strengthening our relationships with the General Council and with individual alumni 			<p>2.4.09</p> <p>BSC measure 23</p>
<p>11. Significant academic collaborations fail to be effectively managed and do not deliver benefit to the University</p>	<p>Strategic decisions made through PSG/Central Management Group/Finance & General Purposes Committee</p> <p>Memoranda of Agreement</p>	<p>Advancing internationalisation</p> <p>Building strategic partnerships and collaborations</p>	<ul style="list-style-type: none"> • encouraging international collaboration in education, research and knowledge exchange • engaging more deeply in strategic alliances and networks with other world-leading institutions • developing productive partnerships with other higher education institutions, organisations and businesses 	<p>Review of effectiveness of controls by lead risk manager</p> <p>Responses from Risk Management Annual Return</p>	<p>College Registrars</p>	<p><i>[Review URL]</i></p> <p>PSG: 24.9.08, 7.10.08, 17.2.09</p> <p>CMG: 15.10.08, 18.11.08</p> <p>AC: 12.3.09</p>

Risk	Current Management Processes and Mitigating Activities	Goals / Enablers / Strategic Themes	2008-12 Strategies (per Strategic Plan)	Assessment of assurance of effectiveness of risk control mechanisms	Assurance providers	Evidence provided
	<p>Guidelines for staff</p> <p>Separate financial monitoring</p> <p>Quality Assurance Agency Codes of Practice</p> <p>Governance arrangements put in place and clear designation of responsibilities</p>		<ul style="list-style-type: none"> • leading the development of collaborative research activities internationally and in the UK • stimulating the development and growth of interdisciplinary research centres across Schools and Colleges and with other organisations • encouraging participation in international networks 			RMC: 2.4.09
12. Widespread damage to property and buildings (fire, explosion, malicious damage etc), including properties adjacent to the University estate	<p>Fire/security policies</p> <p>Fire detection systems</p> <p>Security staff & procedures</p> <p>Training & awareness</p> <p>Programme of fire risk assessments</p> <p>Business continuity plans</p> <p>Planned preventative maintenance</p>	Quality infrastructure	<ul style="list-style-type: none"> • identifying and planning for major risks and business continuity across all areas of infrastructure • continue our maintenance and compliance work programme 	<p>Review of effectiveness of controls by lead risk manager</p> <p>Reports to EPAG</p> <p>H&S audits carried out by University's insurance brokers</p> <p>Responses from Risk Management Annual Return</p>	<p>Director of Estates & Buildings</p> <p>Director of Estates & Buildings</p> <p>Director of Estates & Buildings</p>	<p>[Review URL]</p> <p>AC: 12.3.09, 11.6.09</p> <p>RMC: 12.1.09</p>

Risk	Current Management Processes and Mitigating Activities	Goals / Enablers / Strategic Themes	2008-12 Strategies (per Strategic Plan)	Assessment of assurance of effectiveness of risk control mechanisms	Assurance providers	Evidence provided
<p>13. Major/exceptional health and safety incident occurs including:</p> <ul style="list-style-type: none"> - high profile incident on campus; - pandemic event 	<p>Business continuity management, and contingency plans (including pandemic flu plan)</p> <p>H&S policies and guidance</p> <p>Web / MyEd / e-mail / School/Departmental communication processes with students</p>	<p>Quality people</p> <p>Quality infrastructure</p>	<ul style="list-style-type: none"> • promoting health, wellbeing and a positive working environment supported by good management practices and clearly defined roles and responsibilities • identifying and planning for major risks and business continuity across all areas of infrastructure 	<p>Review of effectiveness of controls by lead risk manager</p> <p>Responses from Risk Management Annual Return</p> <p>Year end H&S report to RMC</p>	<p>Director of Corporate Services</p>	<p>[Review URL]</p> <p>CMG: 22.4.09, 20.11.08</p> <p>RMC: 2.4.09, 11.5.09</p>
<p>14. Major failure of IT infrastructure, systems operation, or serious breach of IT security leading to extended loss of service (over 3 days) or loss of data</p>	<p>Ongoing resilience improvement programmes and infrastructure upgrades</p> <p>Internal and external audit processes, including external penetration testing</p> <p>Addressing machine room capacity and backup power generation</p> <p>Systems implementation trialling and load testing</p> <p>Annual IT assurance</p>	<p>Quality infrastructure</p>	<ul style="list-style-type: none"> • identifying and planning for major risks and business continuity across all areas of infrastructure • Ensuring that we have an agreed rolling programme of equipment and IT hardware replacement • Continuing to develop a systematic approach to the acquisition, creation, capture, storage, presentation and management of information resources 	<p>Review of effectiveness of controls by lead risk manager</p> <p>Constant review by IS</p> <p>Responses from Risk Management Annual Return</p> <p>Annual IT assurance process from VP Knowledge Management and CIO</p>	<p>VP Knowledge Management and CIO</p> <p>VP Knowledge Management and CIO</p>	<p>[Review URL]</p> <p>RMC: 23.9.08, 2.4.09</p> <p>BSC measure 26</p>

Risk	Current Management Processes and Mitigating Activities	Goals / Enablers / Strategic Themes	2008-12 Strategies (per Strategic Plan)	Assessment of assurance of effectiveness of risk control mechanisms	Assurance providers	Evidence provided
	process from VP Knowledge Management and CIO Disaster recovery plan					

The University of Edinburgh

Central Management Group

18 November 2009

K

**School of Literature, Languages and Cultures:
Report on Provision of Modern Languages**

Brief description of the paper

The attached paper is an update of the development plan for delivery of savings and growth in the School of Literature, Languages and Cultures.

Action requested

For information

Resource implications

Does the paper have resource implications? Yes

The paper is focussed on resource issues relating to the provision of teaching of modern languages.

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

Originator of the paper

Professor David Fergusson
Acting Vice Principal and Acting Head of College
College of Humanities & Social Science

11 November 2009

The University of Edinburgh

Central Management Group

18 November 2009

L

Report from the Standing Consultative Committee for Redundancy Avoidance (SCCRA)

Brief description of the paper

The purpose of this report is to provide CMG, and Court - as the body which has ultimate responsibility for the appointment and dismissal of staff - with information on the policies, structures and processes in place to ensure that the University is fulfilling its obligations in relation to employment law and good governance in the area of redundancy, particularly through the Standing Consultative Committee for Redundancy Avoidance (SCCRA). This report summarises SCCRA's work and achievements in its first year of operation and provides a summary of the data considered by SCCRA on redundancy and avoidance of redundancy in the University.

Action requested

CMG is invited to note the work of the Standing Consultative Committee for Redundancy Avoidance and the University's current position in relation to redundancy and avoidance of redundancy. CMG is asked to consider whether it would wish to see such updates on a regular basis, such as twice per year.

Resource implications

Does the paper have resource implications? Not directly.

Risk Assessment

Does the paper include a risk analysis? No

Equality and Diversity

Does the paper have equality and diversity implications? Not directly.

Any other relevant information

Originator of the paper

April McMahon, Vice-Principal, Planning, Resources and Research Policy
Eilidh K Fraser, Deputy Director of HR

9 November 2009

Freedom of information

Can this paper be included in open business? No

Its disclosure would substantially prejudice the effective conduct of public affairs

For how long must the paper be withheld? One year

The University of Edinburgh

Central Management Group

18 November 2009

Academic and Financial Planning Issues for the School of Education

Brief description of the paper

As detailed in paper.

Action requested

For information at this stage, and onward transmission to the Court.

Resource implications

As detailed in paper.

Risk assessment

Does the paper include a risk analysis? No

Equality and diversity

Does the paper have equality and diversity implications? No. Not possible to quantify at this stage.

Freedom of information

Can this paper be included in open business? No

Disclosure would substantially prejudice the commercial interests of any person or organisation

For how long must the paper be withheld? At least one year, possibly 18 months.

Originator of the paper

Prepared by Frank Gribben, CHSS College Registrar, on behalf of the ITE Planning Group.

12 November 2009



The University of Edinburgh

Central Management Group

18 November 2009

**Management Accounts
Two months to 30 September 2009**

Brief description of the paper

The University's top-level Management Accounts are presented, including summaries for each College and Support Group.

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.

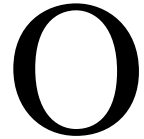
Originator of the paper

Lorna McLoughlin
10th November 2009

Freedom of information

Can this paper be included in open business? No

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



The University of Edinburgh

Central Management Group

18 November 2009

IT Strategy

Brief description of the paper

This paper presents the IT Strategy for the University of Edinburgh for approval by CMG, and ultimately Court. The Strategy is constructed as a set of guiding principles, which will inform University investment in IT services over the next 3-5 years. It is a partnership document and is the result of consultation with individuals, Schools and other groups across the University. It has been considered by College IT committees and the IT Professionals Forum before its approval by IT Committee and Knowledge Strategy Committee.

Action requested

CMG is invited to approve this Strategy.

Resource implications

Does the paper have resource implications? Not directly, but this strategy will guide future investments in IT across the University.

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

Professor Jeff Haywood
Vice Principal Knowledge Management, CIO and Librarian to the University

27 October 2009

IT Strategy

Introduction

This document gives a high-level framework which can be used in the University to guide decision-making over the next three to five years. This is the same time frame as the University and Information Services' strategic plans. The detail of what standards, technology or even approaches to particular issues such as authentication, authorisation and storage are not covered. This is intentional, as it is impractical to try and cover all the detail – since technical solutions are changing faster than the timeframe for the overall strategy. It is more effective to harness specialist expertise in specific issues as it is needed; such work should form specific policies that underpin and mesh with the overall strategy presented here.

Aim

To deliver services that support the University's strategic goals of excellence in learning and teaching, research, and commercialisation & knowledge exchange whilst exceeding user expectations

The aim puts the user experience rather than the technology at the heart of the strategy. In order to be able to exceed user expectations there has to be an element of setting or managing expectations as well as delivering great services. This is also helpful in ensuring that users do understand what those services are.

Service Characteristics

Anytime, anyplace

Services that are not constrained by time or location

*Our services need to run 24*7 so that they are available no matter what the user's working pattern or time zone. Similarly a user should be able to access the services from any location: e.g. students getting their results from an internet café or a principal investigator making spending decisions on her grant while visiting another institution. Many of the client devices will not be owned by the University and will encompass mobile devices such as phones as well as more traditional computers. Effectively this means that services will be web-delivered and require no client-side set-up, for example using virtual private networks with no network address-based restrictions. This is not possible for all services at present but is a growing need, and over time it is expected that it will become the norm.*

Easy to Use

Keep it simple and tell people about it

Making services easy to use is more important than making them functionally rich. If people cannot use a service they will invent duplicate solutions, requiring high levels of support and training and resulting in higher costs and decreased user satisfaction.

Integrated

People expect organisations and their IT to be joined up

We all use online services where we get immediate results, for example buying an airline ticket: we do not expect to be referred to different departments or to come back later to check that there really is a seat available. Traditionally the IT functions in most organisations have been delivered by monolithic applications – for example, Virtual Learning Environment, Finance, HR, Student Records and Research Archives. We now need joined up functions that cross these silos, so that – for example – a student can change course online, have the fees adjusted, make payments and get the right materials from the learning environment– all in 'real time'.

Secure

Not a concern for the user

All users should be confident that information they have entered into systems will be maintained securely, will not be improperly accessed, will be secure in transmission, and will be made available to them when they want it and how they expect it to be.

Principles

Many of the principles that follow are inter-dependent, or different facets of the same issue – for example, standardisation is a mechanism for maintaining simplicity.

Keep it simple

Most services have large elements that go unused because people simply don't find them, or users are unable to understand how to use them. This has multiple implications for service providers: additional cost for no return, users inventing duplicate solutions, cost of training and support high and user satisfaction low. An important dimension that is often overlooked in the University culture is that the desire to capture all possible requirements and deliver 'perfect' solutions leads to slow solutions; a more agile approach of making a service available quickly is often a better solution than having a more complex solution delivered later.

Once a core functionality level has been met, ease of use rather than functionality is the deliverable that causes users' expectations to be exceeded. There is much evidence to show that 'core functionality' is a much lower barrier than might be expected.

User focused

Clear communication and simple routes for getting help and support are essential if we are to satisfy user expectations. There are many examples of services in the University being under-used because users, and in some cases the IT support staff, do not understand them, because the information needed to use them is not clear or easily available. Obviously where services are complex this exacerbates the problem.

De-Duplication

Duplication of services, where different parts of the organisation look to achieve similar outputs through different means, is an expensive problem that costs both to implement and to maintain; as such it is to be avoided. Often duplication is only considered in terms of duplicating centrally provided services; however, it may also occur where several Schools duplicate services that are not provided centrally. Where duplication occurs, it is usual to find that a small element of the 'duplicated' services are not common, or not delivered as effectively, and this is often the justification for the duplication. As central services are developed they will increase in functionality and many of the reasons for local duplication will become irrelevant. The problem of removing duplication through the development of appropriate central services is a governance issue that is greatly eased if the quality of the central service exceeds user expectations.

Standards

Using standards – whether they are standards we have created ourselves, industry standards or internationally accepted standards – is an important strategy for reducing complexity, removing duplication, fostering collaboration and managing relationships with vendors. The more 'standard' the item is, the greater the pressure there should be to use standard offerings. What standards are adopted and how their use is encouraged is a significant governance issue, as everyone will support the use

of standards until it comes to the crunch and they have to compromise to comply. An important element of the use of standards is having relevant policies that make relevant information easily accessible.

Technology Change

The IT industry is young, and the pace of change is high and will continue to be so for the foreseeable future. The University must retain the flexibility needed to be able to take advantage of new technology, whether that be improvements in hardware or software, new applications, new models of delivery such as open source development, software as services, outsourcing, and the general consumerisation of IT where we can all get free services from the 'cloud' without any IT department involvement.

Compliance

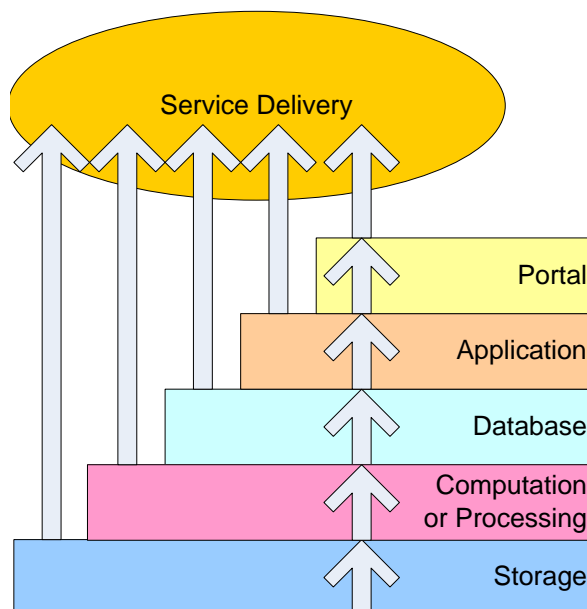
Legislative compliance, whether it is Disabilities, FOI or data protection, is an integral part of the environment.

Practical Considerations

The aim and principles lead into a number of practical considerations that are helpful to use to guide thinking towards implementation.

Layered Model

The principles lead us to the idea that increasingly complex services can be built from much simpler components that form layers. Taking as an example the delivery of administrative services, the following simple diagram illustrates the principle of the layered model:



To deliver most services we need to store data, for example for the student information service (EUCLID), University Web Site (UWS), the Library Catalogue, the Edinburgh Research Archive, *etc.* By standardising on the way in which we store data, a common approach to all data storage can be adopted. This has the potential advantages of reducing support costs, economies of scale in the procurement, and ensuring a common backup with similar cost reductions possible there. We are doing this with the storage area network (SAN). This is represented as the storage layer in the diagram. Within a layer there may be more than one service offering, and it is usual in a large and complex organisation for this to be the case.

The identification of layers and the services in each layer helps to reveal unnecessary duplication.

An important aspect of the model is that a service may be exposed to end users or may be combined with other layered services to deliver higher value services. To continue the example, all of MyEd, UWS and EUCLID require data processing or computation and an underlying database. By standardising on the Oracle RDBMS running on Unix computers we are able to reduce support costs, get economies of scale – in this case by negotiating a site licence for the software – and again enabling common support services such as disaster recovery, security patching *etc.* The Oracle database service can then be exposed to applications that are written and managed by Applications Division or other staff at the University, or through open source initiatives or commercial software vendors. In an ideal world there would be only one database in the layer; however, when working with a wide range of vendors it is not practicable to have a single database platform, so the strategy adopted for centrally-delivered applications has been to use Oracle as the first choice, and MicroSoft SQL server and the open source MySQL as necessary.

In the research domain, direct access is already offered to the lower layer storage and compute-cluster services (*via* ECDF) where nearly 200 TBytes are stored already and the 12 TFlop cluster is used to capacity. At the next layer up, a University-wide global file system could be provided (*e.g.* AFS) to allow storage to be accessible from anywhere on and off campus. Another example could be a code-versioning framework which would sit above the storage layer. At higher levels both Web server and database services are already used.

Similar principles apply to learning and teaching; for example, the use of video in learning materials delivered by the VLE requires storage of the media, streaming services and presentation via applications and web interfaces. Adopting a layered model enables the same storage services to be used as in the admin example and the streaming video service to be shared with the University web presence.

A more complete but still simplified model which does not show exposure of individual services (the steps in the diagram above) is shown below:

	EASE/Active Directory/Other			
Information access	Web/MyEd/Other			
	Integration Includes business intelligence strategy as well as transactional stuff			
		Authorisation		
Application Logic	Administration	Learning and Teaching	Research	Communication and Collaboration
Services	Common Middleware Services - Web servers, application servers, databases, soa support, desktop (file, print, office, etc)			
	Infrastructure - hardware, storage, file systems, networking, operating systems, and some higher level protocols			

Standardisation

Standardisation is important, as it reduces complexity – which lowers support costs and increases the scale of the service, which in turn reduces unit costs. These two drivers, reduced complexity and scale, will enable improved service and reduced costs. A great example of this is the introduction of the managed desktop for Windows PCs. However, we cannot ignore the requirements of the business in this process of standardisation. We have to be able to balance the desire to standardise to improve service and reduce cost against the need to enable our users to use the tools that are appropriate for their work. To this end we have adopted policies that define what centrally-supported services are across a limited range of choices. For example we have Windows, Macintosh and Linux for desktop PCs, Mozilla Firefox and Internet Explorer for web browsers, and Oracle, SQL Server and MySQL for databases. There will always be some people who need to operate outside the prescribed environment. It is important that we balance between appropriate pressure to conform to standards and the need to innovate. We have a few areas where control is essential, such as procurement where we have both benefits to achieve and legal obligations to comply with. In the main, the more ‘standard’ an item is, the more pressure there should be to use it; good examples would be buying a desktop PC or a standard software applications. To achieve the desired approach, we need to encourage people to use the standard route, by making it clear what is expected and by delivering great services. We should not necessarily prevent people doing what they want (it’s too hard), but we should not support them when they move beyond the central set. There is a difficulty in balancing the desire to allow people to do their own thing, with the possibility that they will adversely affect other members of the community.

No central service can keep pace with all of the new innovation. It is therefore important that the work of those at ‘the sharp end’ can, where appropriate, be brought into the central service so that the benefit of the innovation can be enjoyed by all. Good examples of this issue lie in the virtual learning and research environments where ideas, tools and services are still evolving and what constitutes a mature service has yet to be defined. At the start of the academic year, the centrally-run service based on WebCT introduced an e-Portfolio tool which is expected to become the standard offering. With this improvement to the service, all learners can have it, they only need to engage with one system, and institutional support costs are reduced. However, those areas that were innovative and introduced e-Portfolios ahead of the central service provision will have to go through some transition over time to be able to use the centrally-provided service. Processes for managing the cycle from innovation to standard service delivery are not easy, as they run into all the pressures of people and the ways they behave, together with the ability of the service provider to deliver and the need for a governance model that can differentiate between innovation and duplication.

As we engage with more and more suppliers, a problem arises because of duplication in the functionality that is provided; for example, e-Financials, e-Vision (EUCLID) and WebCT all have elements of a portal and offer elements of single sign-on that duplicate some of the functionality – but not all – in MyEd/EASE. Many vendor strategies are based on what could be described as ‘King of the Hill’: if you use my portal, my authentication, my ..., everything will work terrifically well (and it helps to shut out other vendors). Increasingly, the effort of the central service supplier has to be on integrating these services so that for example an announcement made in WebCT is delivered via MyEd and/or WebCT. This is often difficult because the vendors don’t provide the interfaces needed to allow this to happen, and the ‘King of the Hill’ strategy fits well with implementation projects where there is a single focus. Again this produces a governance tension.

Service Orientated Architecture – SOA

The SOA approach fits well with the strategy, as it is effectively a mechanism to deliver business logic that follows the principles of the layered service model. SOA is very much in vogue at the time of writing: it has been adopted by the major vendors of business applications SAP, Oracle, Microsoft, IBM, *etc.*, and it will play an important part in both industry and University strategies. This section is included because the way in which SOA works illustrates many of the principles that we wish to adopt in the University, and it will form an important implementation strand over the next five years.

As the SOA approach may not be familiar to all readers the following is a detailed but still simple explanation.

Service orientated architecture – SOA – is a way of disaggregating the functionality in a large business application into what are called *services*. ‘Service’ is a much used word in the IT industry and means many things to many people. In this context, services are business functions which are generally much smaller than the functionality in a whole application. A couple of examples follow giving both an education perspective and a large-scale commercial application – demonstrating both its applicability to HE and its ability to deliver in very large scale applications

Example 1 – there are an increasing number of tools in the collaboration space: blogs, wikis, discussion fora, email, ed diary, etc. In many cases, users want to be able to work with a set of collaborators, whether it is their research colleagues who may be spread around the world or groups of students they are teaching. Adopting a central group management service, as has been done at Newcastle University, and exposing its ability to update groups and to publish groups as services, allows a mechanism for applications to use those services to enable real time synchronisation of groups across multiple tools. The user only needs to update the group once but can immediately use all the tools with the updated group. The advantage from an IT perspective is that the services only have to be published once and then many applications can use them, rather than having to build point-to-point integration for each tool combination.

Example 2 – the DVLA application that enables the public to buy road tax online needs to check whether the vehicle has a MoT and insurance. These checks are done using services that allow the DVLA to send a request to all of the participating insurance company systems and their MoT system and get a response in ‘real time’ that enables the end user to complete the online application and payment. It does not matter what application the insurance company is using, so long as it can deliver the right service interface to the DVLA. The services provide a mechanism to deliver a great customer experience, as the process seamlessly integrates the MoT and insurance check. From the DVLA point of view, it only needs one service for all insurance companies – not one per company as would have been the case a few years ago, greatly reducing duplication and hence its costs.

The services are based on standards that are independent of the hardware/software platform being used, and are loosely coupled together via the Internet. The use of standards gives us the flexibility to extend the functionality of applications with components from more than one vendor or in-house developments, the ability to provide cross-application integration in real time, and an easier mechanism to replace components with new services as they become available.

The SOA approach fits well with the layered model as it is effectively disaggregating the business logic layer into smaller components or layers. It enables us to avoid duplication, as we can provide a service like ‘send announcement’ that may be called from many locations, for example in the portal, in WebCT, in a workflow, *etc.* This addresses the ‘King of the Hill’ problem, allowing us greater control over the user experience rather than being locked in to an individual vendor’s approach. Similarly it provides a framework for Schools to extend centrally-provided services to meet their local requirements. The ability to extend functionality in this way using a framework based on standards will encourage innovation and agility whilst retaining the necessary control to deliver robust services.

As SOA follows the layered model, the governance issues are very similar to those of the overall IT strategy: who is allowed to use services, how do you avoid duplication, overlapping but slightly dissimilar functionality, dependence on others for availability and difficulty of problem identification/location.

Transparency and Charging

As the technology changes there is a constant need to review allocation of funding so that new services can be implemented. However, funding based on historical allocations restricts the flexibility to change. It is extremely difficult to withdraw existing services, so change is limited to the amount that can be committed from the central allocation to new initiatives and the amount that can be saved from running costs of existing services – working smarter, cheaper technology *etc.* Generally, the amount of money available to invest in new services will be limited and will always be insufficient to fund major new initiatives such as EUCLID or the University Web Site. In these cases funding has to be requested from central funds if the projects are to proceed. It is just as important to stop doing things that are no longer required as it is to ensure that new initiatives are not allowed to proceed if funding restrictions mean that user expectations cannot be met.

In some cases the University has taken the view that funding for particular initiatives should be provided through charging at the point of delivery, so that the service can be scaled to meet demand: for example, charging for network ports and SAN disk usage. Charges of this kind can be very helpful, both in making sure that new services are adequately funded to deliver the required quality, and in generating a more entrepreneurial and agile environment whilst stimulating greater accountability.

Given that we are unlikely to have a radical shift in our funding model, it would seem sensible to adopt a mixed model which aims to deliver some services to users where all costs are met from central provision (for example, Finance, HR, Library Catalogue), some where a mixed model applies (for example Network, where there are some charges aimed at recovering the marginal costs of installing and running new ports and wireless access points), and some where there is full cost recovery (for example delivering services to PIs, as they are expected to recover full economic costs from their funders or work for external bodies). In all cases, whether the service is being delivered with or without charges, we need to be able to determine costs of service delivery transparently.

The mix of funding types, charges, withdrawal of services, *etc* are areas where central service directors would be expected to seek guidance from the governance bodies supporting IT at the University.

Partnership

As described earlier, no one area of the University can do it all – whether that is central IT provision from Information Services or research group based computing. We all have symbiotic relationships and many partnerships to sustain if we are going to achieve the best. This may be internally, within the University, and/or with partners and collaborators in other universities or research institutes, or indeed with commercial vendors such as Cray with Hector or Tribal with EUCLID. Respecting, encouraging and developing these partnerships are important to our combined success, and form an important part of the strategy. Providing our approach to standards and duplication is followed, there is no definition in the strategy that defines who should fulfil a particular service.

Governance

There is a need for a place where strategy can be developed and the kinds of governance decisions about standardisation, duplication, authorisation, charging, *etc.* can be brought. The first Kenway Review recommended that a Group should be set up to do this. In many ways this would be a re-formulation of the IT Committee. The Group would be advisory to the Vice Principal (CIO role) and formally report to the Knowledge Strategy Committee (KSC). The overall strategy would be signed off by the KSC, but more operational policy would be developed by the Group and short life working parties as necessary.

The University of Edinburgh

Central Management Group

18 November 2009

Information Security Policy

Brief description of the paper

This paper presents the Information Security Policy for approval by CMG, and ultimately Court. The primary concern of the Policy is to make sure that the steps taken to ensure integrity of information and its confidentiality are both proportional and effective.

Action requested

CMG is invited to approve this Policy.

Resource implications

Does the paper have resource implications? Not directly but implementation of the associated Codes of Practice may require an element of resource. This is not covered by the Policy.

Risk assessment

Does the paper include a risk analysis? The Security Policy has a direct link with the University's Risk Register. Its primary function is the mitigation of risks associated with the information we create and hold electronically.

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

Professor Jeff Haywood
Vice Principal Knowledge Management, CIO and Librarian to the University

27 October 2009



Information Security Policy

This policy recognises that a core aim of the University is the dissemination of knowledge, and that any policy which assumes that access to that knowledge must, by default, be denied will fail. Instead, our concern is with ensuring that the steps taken to ensure the integrity of our information and, where necessary and appropriate, its confidentiality are proportional and effective.

1. Introduction

1.1 The objectives of this Information Security Policy are to:

- i. protect against the consequences of breaches of confidentiality, failures of integrity or interruptions to the availability of that information.
- ii. ensure that all the University's information assets and associated facilities are protected against damage, loss or misuse.
- iii. ensure compliance with all relevant legislation which applies to the processing of information.
- iv. increase awareness of information security and the responsibilities of users for the data which they handle.

1.2 Sections 1 to 4 apply to all users. Section 5 to system owners and system controllers.

1.3 This policy provides the overall management direction for information security across the University. Individual 'Codes of Practice' are an integral part of this policy and are listed in Appendix A which will be updated as required.

1.4 Information and services in the University can be categorised as either open to the public or restricted by some mechanism to a set of people. This policy addresses the prevention of unauthorised access.

2. Policy Authorisation and Compliance

2.1 It is the University's policy that the information it is responsible for shall be appropriately secured to protect against the consequences of breaches of confidentiality, failures of integrity or interruptions to the availability of that information; and to protect it against damage, loss or misuse.

2.2 This policy has been ratified by the University Court and forms part of its policies and procedures, including its Computing Regulations. It is applicable to, and will be communicated to, all users.

2.3 This policy shall be reviewed regularly to ensure that it remains appropriate.

2.4 The responsibility for ensuring the protection of information systems and ensuring that specific security processes are carried out shall lie with the Head of the School, Support Unit or Administrative Department responsible for that information.

2.5 Specialist advice on information security shall be made available, throughout the University, from Information Services and drawing on appropriate expertise within the wider University community.

2.6 An information system's compliance with the information security policy shall be reviewed in line with the assessed criticality of the system independently of the system owner.

2.7 The University's Computing Regulations and other documents (such as the Contract of Employment for staff, and disciplinary codes for students) set out the responsibilities of staff and students with respect to information security.

2.8 In exceptional circumstances the Chief Information Officer may elect to waive particular clauses of this policy for specific systems after due regard is taken of the risks and benefits.

3. Criticality

Systems can be described using a spectrum of criticality. Criticality is an assessment of the impact and likelihood of a security failure for a particular system. Issues that should be considered include, but are not limited to, inconvenience, distress or damage to personal reputation, financial loss, harm to organisational programmes or reputation, legal violations and personal safety. This policy sets out the requirements across the range of "low", "medium" and "high" criticality systems. As part of a general risk assessment process, individual system controllers should determine the criticality of their system. This process should also consider system dependencies - any system upon which the security of a high criticality system depends is also a high criticality system, regardless of its own nature.

4. Information Security for All

4.1 General

All users of information systems will be given a summary of the information security policy.

4.2 Information Handling and Use of Computers

4.2.1 All users of information systems must manage the creation, storage, amendment, copying, archiving and disposal of data files in a manner which safeguards and protects the confidentiality, integrity and availability of such files.

4.2.2 Any username and password or any other access credential shall be used in accordance with the appropriate Code of Practice and, where applicable, any requirements of the central authentication service.

4.2.3 All users must ensure they comply with the guidance in the appropriate services Code of Practice in relation to physical security, the environment from where access is made and the type of access.

4.3 Mobile Working

4.3.1 It is recognized that mobile computing is a normal part of University business. However, this entails additional risk and users must take additional precautions.

4.3.2 Users who work using equipment outside the University and/or remove data from the University must be aware of the additional risks and take appropriate steps to mitigate them.

4.3.3 Users of mobile computing equipment must adhere to the appropriate Code of Practice giving guidance on how to conform to the University's information security policy and other good practices.

4.3.4 Users must take all steps to mitigate the risks associated with the environment or 3rd party equipment they may use while engaged in mobile or off site working.

5. Information Security for System Owners and System Controllers

5.1 General

5.1.1 The University's information systems shall be managed and run by suitably trained and qualified staff.

5.1.2 All staff involved in managing information systems shall be given access to IT security training and advice.

5.2 Operations

5.2.1 Areas and offices that contain high criticality systems shall be given an appropriate level of physical security and access control, including protection from unauthorised access, environmental hazards and electrical power failures.

5.2.2 The procedures for the operation and administration of all information systems and activities must be documented at a level appropriate for their criticality. These documents should be subject to regular maintenance and internal review.

5.2.3 Duties and areas of responsibility, appropriate to the criticality of the system, shall be segregated to reduce the risk and consequential impact of information security incidents, that might result in financial or other material damage to the University.

5.2.4 Procedures to report security incidents and suspected security weaknesses in the University's systems, will be established and widely communicated. Mechanisms shall be in place to monitor and learn from those incidents. Anonymous reporting is allowed in line with University policy.

5.2.5 Procedures will be established to report software malfunctions and faults in the University's high criticality systems. Faults and malfunctions shall be logged and monitored and timely corrective action taken.

5.3 System Planning and Development

5.3.1 The information assets associated with any new, or updated, high criticality service must be identified, classified and recorded. A risk assessment should be undertaken to identify the risks of security failure, and an assessment of any legal obligations which may arise. Responsibility for updating this information shall be identified and recorded.

5.3.2 The development, use or modification of all software on the University's critical systems for their complete lifecycle shall be appropriately controlled to protect against the introduction of security risks.

5.3.3 Acceptance criteria for new high criticality information systems, upgrades and new versions shall be established and suitable tests of the system carried out prior to migration to operational status. This includes ensuring compliance with the University's information security policies, access control standards and requirements for ongoing information security management.

5.4 Systems Management

5.4.1 The user account management process must be handled in a secure manner over its lifecycle.

5.4.2 Access controls for all systems shall be set at an appropriate level in accordance with the value of the assets being protected, and the criticality of the system. Access controls shall be regularly reviewed, with any changes in access permissions being authorised by the system owner. A record of permissions granted must be maintained.

5.4.3 Access to all information systems shall use an appropriate access mechanism with security appropriate to the criticality of the system. Access to parts of high criticality systems may be augmented by requiring stronger assurance, further authentication, or controlled by time of day or location of initiating system.

5.4.4 All access to high criticality services will be logged and monitored to identify potential misuse of systems or information.

5.4.5 Formal change control procedures, with audit trails, shall be used for all changes to high criticality systems. All changes must be properly tested and authorised before moving to the live environment.

5.4.6 Security event logs, operational audit logs, error logs, transaction and processing reports must be properly reviewed and managed by the system controller.

5.4.7 System clocks must be regularly synchronised across all University high and medium criticality machines.

5.5 Network Management

5.5.1 The network must be segregated into separate logical domains with routing and access controls operating between the domains. Appropriately configured firewalls shall be used to protect the networks supporting the University's critical systems.

5.5.2 Moves, changes and other reconfigurations of users' network access points will only be carried out by staff authorised to perform such functions according to defined procedures. Networks and communication systems must all be adequately configured and safeguarded against both physical attack and unauthorised intrusion.

5.6 Business Continuity

5.6.1 All business continuity plans must comply with the appropriate sections of the Information Security Policy.

5.7 Outsourcing and Third Party Access

5.7.1 Persons responsible for agreeing contracts will ensure, after a risk assessment, that the contracts to be signed are in accord with the content and spirit of the University's information security policies.

5.7.2 The School or Unit will assess the risk to its information and, where deemed appropriate because of the confidentiality, sensitivity or value of the information being disclosed or made accessible, the University will require external suppliers of services to sign a confidentiality or non disclosure agreement to protect its information assets.

5.7.3 Any facilities management, outsourcing or similar company with which the University may do business must be able to demonstrate compliance with the University's information security policies; and enter into binding service level agreements that specify the performance to be delivered and the remedies available in case of non-compliance.

5.7.4 Where personal data are being transferred to any external organisation then the appropriate University policy must be followed.

Glossary/Definitions

Computing facilities	Includes central services as provided by UoE Information Services, UoE School or College computers; personally owned computers and peripherals, and all programmable equipment; any associated software and data, including data created by persons other than users, and the networking elements which link computing facilities.
User	Staff, students and any other person authorized to use computing facilities.
System owner	The person (or persons) with overall responsibility for a system and its data as a University asset.
System controller	The person (or persons) with the responsibility for the day to day operation, control and maintenance of an information system.
Code of Practice	The codes of practice provide practical guidance and advice on how to achieve the standard required by the policy.
Information Systems	Any system which processes the University of Edinburgh's information assets or any data or information belonging to others that we use or process on their behalf.
Process	Any action on data including, but not limited to, creation, amendment, deletion, storing and dissemination by any means.

Appendix A – Codes of Practice

Codes of Practice which are current as at 5/3/09 are –

1. Use of the Edinburgh Authentication Service (EASE) Code of Practice



The University of Edinburgh

Central Management Group

18 November 2009

Fraud Policy

Brief description of the paper

The entire text of the paper constitutes an update to the University's current Fraud Policy. The policy is also being presented to the Audit Committee and to Finance & General Purposes Committee. The Policy Statement draws heavily on an applicable template developed by the Fraud Advisory Panel. The Fraud Advisory Panel is a registered charity which works to raise awareness of the human, social and economic damage caused by fraud and to help individuals and organisations to develop effective strategies to prevent it. The Panel was established in 1998 through an initiative by the Institute of Chartered Accountants in England and Wales. Members of the Panel include representatives from the law and accountancy professions, industry associations, financial institutions, government agencies, law enforcement, regulatory authorities and academia. The Policy text is supplemented by two appendices, detailing (a) a Fraud Response Procedure, and (b) some guidance on minimising the opportunities for fraud.

Action requested

The Fraud Policy is for Approval, and onward transmission to Court.

Resource implications

None.

Risk Assessment

None.

Equality and Diversity

None

Originator of the paper

David C I Montgomery
Deputy Director of Finance

11th November 2009

Freedom of information

Can this paper be included in open business? Yes

The University of Edinburgh

Central Management Group

18th November 2009

Fraud Policy

Introduction

1. No precise legal definition of fraud exists; many offences referred to as fraud are covered by the Theft Acts of 1968 and 1978. The term is used to describe acts such as deception, bribery, forgery, extortion, corruption, theft, conspiracy, embezzlement, misappropriation, false representation, concealment of material facts and collusion. For practical purposes, and for this policy statement, fraud may be defined as the use of deception with the intention of obtaining an advantage, avoiding an obligation or causing loss to another party.

2. This policy is concerned with occupational fraud i.e. fraud committed by employees or contractors of the University of Edinburgh (the “University”) in the course of their work.

3. Occupational fraud and abuses fall into four main categories:

- theft, the misappropriation or misuse of assets for personal benefit;
- bribery and corruption;
- false accounting and/or making fraudulent statements with a view to personal gain or gain for another: for example, falsely claiming overtime, travel and subsistence, sick leave or special leave (with or without pay);
- externally perpetrated fraud against an organisation.

Policies & Principles

4. The University is committed to preventing fraud and corruption from occurring and to developing an anti-fraud culture. To achieve this, it will:

- develop and maintain effective controls to prevent fraud;
- ensure that, if fraud occurs, a vigorous and prompt investigation takes place;
- take appropriate disciplinary and legal action in all cases, where justified;
- review systems and procedures to prevent similar frauds;
- investigate whether there has been a failure in supervision and take appropriate disciplinary action where supervisory failures occurred; and
- record and report all discovered cases of fraud.

5. The following policies and principles apply:

- University staff must have, and be seen to have, the highest standards of honesty, propriety and integrity in the exercise of their duties.
- The University will not tolerate fraud, impropriety or dishonesty and will investigate all instances of suspected fraud, impropriety, or dishonest conduct by its staff or external organisations (contractor or client).

- Staff must not defraud the University, other staff members, students, clients or contractors, in any way. The University will take action – including dismissal and/or criminal prosecution - against any member of staff defrauding (or attempting to defraud) other staff members, students, clients or contractors.
- The University will take action - including criminal prosecution - against external organisations defrauding (or attempting to defraud) the University, its staff in the course of their work, students, clients or contractors.
- The University will co-operate fully with an external investigating body.
- The University will always seek to recover funds lost through fraud.
- All frauds will be reported to Internal Audit.

Action to be Taken in the Event of Discovery or Suspicion of Fraud

6. The University has established arrangements for staff to report any concerns they may have without fear of prejudice or harassment. This applies to concerns relating to fraud and to any other concerns within the context of the Public Interest Disclosure Act 1998.

7. Concerns which should be reported include, but are not limited to, staff committing or attempting to commit:

- any dishonest or fraudulent act;
- forgery or alteration of documents or accounts;
- misappropriation of funds, supplies or other assets;
- impropriety in the handling or reporting of money or financial transactions;
- profiting from an official position;
- disclosure of official activities or information for advantage;
- accepting or seeking value from third parties by virtue of official position or duties; and
- theft or misuse of property, facilities or services.

8. External organisations' actions which should be reported include:

- being offered a bribe or inducement by a supplier;
- receiving fraudulent (rather than erroneous) invoices from a supplier;
- reported allegations of corruption or deception by a supplier.

9. The University has established and maintains a Fraud Response Procedure, set out in Appendix 1 of this document, which sets out guidance to senior staff in the event of fraud being discovered or suspected. Under the Procedure:

- incidents will be logged in a Fraud Register, which contains details of allegations, investigations and conclusions;
- frauds and allegations of fraud will be investigated by an appointed suitably qualified senior member of staff independent of the area under suspicion;
- progress on investigations will be reported to the Audit Committee as a standing item on the agenda.

Responsibilities

10. The creation of an anti-fraud culture underpins all work to counter fraud. All staff should understand the risk of fraud faced by the University, that fraud is serious and diverts resources away from the University's primary objectives.

University Court and the Director of Finance

11. The University Court, advised and assisted by the Director of Finance, is responsible for establishing the internal control system designed to counter the risks faced by the University, and for the adequacy and effectiveness of these arrangements. Managing fraud risk should be seen in the context of the management of this wider range of risks.

12. The Director of Finance is responsible for making arrangements for investigating allegations of fraud. These arrangements include the appointment of a suitably qualified senior member of staff to lead the investigation.

13. The Director of Finance will be responsible for receiving the report of the investigating officer and considering an appropriate response.

The Director of Human Resources

14. The Director of Human Resources will be responsible for enforcing the University's anti-fraud policies, including:

- instigating disciplinary and legal action (both civil and criminal) against the perpetrators of fraud;
- taking disciplinary action against staff in a supervisory capacity where supervisory failures have contributed to the commission of fraud;
- providing confidential advice to staff who suspect a member of staff of fraud.

Appointed Investigator

16. The appointed senior member of staff will be responsible for investigating allegations of fraud including:

- carrying out a thorough investigation if fraud is suspected, with the support of Internal Audit, where necessary;
- gathering evidence, taking statements and writing reports on suspected frauds;
- liaising with the Director of Finance where investigations conclude that a fraud has taken place;
- identifying any weaknesses which contributed to the fraud; and
- if necessary, making recommendations for remedial action.

17. To carry out these duties the appointed member of staff will have unrestricted access to the Director of Finance, the Director of Human Resources, the Audit Committee, the University's Internal and External Auditors, and its legal advisers.

Academic and Non-Academic Managers

18. Managers, whether with academic or non-academic responsibilities, are the first line of defence against fraud. They should be alert to the possibility that unusual events may be symptoms of fraud or attempted fraud and that fraud may be highlighted as a result of management checks or be brought to attention by a third party. They are responsible for:

- being aware of the potential for fraud;
- ensuring that an adequate system of internal control exists within their area of responsibility, appropriate to the risk involved and those controls are properly operated and complied with;

- reviewing and testing control systems to satisfy themselves the systems continue to operate effectively.

19. Managers should inform their Head of School or Support Service Director if there are indications that an external organisation (such as a contractor or client) may be trying to defraud (or has defrauded) the University or its staff carrying out their duties.

20. They should also inform their Head of School or Support Service Director if they suspect their staff may be involved in fraudulent activity, impropriety or dishonest conduct.

21. Heads of School and Support Service Directors should contact the Director of Finance immediately on being alerted to such suspicions. Time is of the essence in such matters. Managers should therefore inform the Director of Finance directly if their Head of School or Support Service Director is absent. In the absence of the Director of Finance, the Deputy Director of Finance should be informed. In turn, they will ensure that the University Secretary and Director of Corporate Services are kept informed of developments.

22. Managers and Directors should take care to avoid doing anything which might prejudice the case against the suspected fraudster. Separate advice on dealing with fraud is contained in a fraud response plan circulated to designated staff involved in reporting or investigating individual allegations of fraud.

University Staff

23. University staff must have, and be seen to have, the highest standards of honesty, propriety and integrity in the exercise of their duties. Staff are responsible for:

- acting with propriety in the use of official resources and in the handling and use of public funds whether they are involved with cash or payment systems, receipts or dealing with contractors or suppliers;
- reporting details of any suspected fraud, impropriety or other dishonest activity immediately to their line manager or the responsible manager. More guidance on how to report concerns can be found in the Code of Practice on Reporting Malpractice (“Whistleblowing”) on reporting concerns about the proper conduct of University business;
- assisting in the investigation of any suspected fraud.

24. Staff reporting or investigating suspected fraud should take care to avoid doing anything which might prejudice the case against the suspected fraudster. Separate advice on dealing with fraud is contained in a fraud response plan circulated to designated staff involved in reporting or investigating individual allegations of fraud.

Further Advice & Guidance

25. The Director of Finance will provide advice where line managers are unavailable or unable to give advice.

Appendix 1: Fraud Response Procedure

Purpose

1. The purpose of this fraud response procedure is to define authority levels, responsibilities for action and reporting lines in the event of suspected fraud or irregularity. Those investigating a suspected fraud should:

- aim to prevent further loss
- liaise with the University's Insurance Officer
- establish and secure evidence necessary for criminal and disciplinary action
- inform the police
- notify SFC, if necessary
- seek to recover losses
- take appropriate action against those responsible
- keep those internal staff and outside organisations with a need to know suitably informed, on a confidential basis, about the incident and the institution's response
- deal with requests for references for employees disciplined or prosecuted for fraud
- review the reasons for the incident, the measures taken to prevent a recurrence, and any action needed to strengthen future responses to fraud

Initiating action

2. Members of staff, students or members of Court may suspect fraud or irregularity in the University. If so, they should report it as soon as possible to the Director of Finance, or in his/her absence the Deputy Director of Finance. The Director of Finance should then ensure that it is made known without delay to the Principal, the Chair of the Audit Committee, the University Secretary, the Director of Corporate Services, and the Chief Internal Auditor.

3. The Finance Director should, as soon as possible (and with the aim of acting within 24 hours), chair a meeting of the following project group to decide on the initial response, using properly appointed nominees where necessary:

- Director of Finance
- University Secretary and/or Director of Corporate Services
- The Head of College or Support Service of the College/Support Service involved
- Director of Human Resources

4. If the actual or suspected incident concerns or implicates the Finance Director, it should be reported without delay to the Principal, the University Secretary, the Director of Corporate Services, and the Chair of the Audit Committee. In such a circumstance, the University Secretary will lead the project group. Should the incident concern or implicate any other member of the project team, the Director of Finance will appoint a substitute.

Responsibility for investigation

5. The project group, chaired by the Finance Director, will decide on the action to be taken. This will normally be an investigation led by the Chief Internal Auditor. A decision by the project group to initiate an investigation will constitute authority to the Chief Internal Auditor to use time provided in the internal audit plan for investigations, or contingency time, or to switch internal audit resources from planned audits.

Prevention of further loss

6. Where initial investigation provides reasonable grounds for suspecting a member or members of staff or others of fraud, the project group will decide how to prevent further loss. This may require the suspension of the suspect or suspects, under the appropriate disciplinary procedure. It may be necessary to plan the timing of suspension to prevent suspects from destroying or removing evidence that may be needed to support disciplinary or criminal action.

7. In these circumstances, the suspect or suspects should be approached unannounced. They should be supervised at all times before leaving the University's premises. They should be allowed to collect personal property under supervision, but should not be able to remove any property belonging to the University. Any security passes and keys to premises, offices and furniture should be returned. The Head of Security should be required to advise on the best means of denying access to the University while suspects remain suspended, for example by changing locks and informing security staff not to admit the individuals to any part of the premises. Similarly, the Head of Information Services should be instructed to withdraw without delay access permissions to the University's computer systems.

8. The project group will consider whether it is necessary to investigate systems other than that which has given rise to suspicion, through which the suspect may have had opportunities to misappropriate the University's assets.

Establishing and securing evidence

9. The University will follow disciplinary procedures against any member of staff or student who is found to have committed fraud, and will normally pursue the prosecution of any such individual through the criminal courts. The University Secretary will:

- ensure that evidence requirements are met during any fraud investigation
- establish and maintain contact with the police
- ensure that staff involved in fraud investigations are familiar with and follow rules on the admissibility of documentary and other evidence in criminal proceedings

Reporting lines

10. The project group will provide regular, confidential reports to the Principal, the Chair of Court and Chair of the Audit Committee, which will include:

- quantification of losses
- progress with recovery action
- progress with disciplinary action
- progress with criminal action
- estimate of resources required to conclude the investigation
- actions taken to prevent and detect similar incidents

Notifying SFC

11. The University will notify the SFC Chief Executive of any attempted, suspected or actual fraud or irregularity where:

- the sums involved are, or potentially are, in excess of £10,000
- the particulars of the fraud are novel, unusual or complex
- there is likely to be public interest because of the nature of the fraud or the people involved

Recovery of losses

12. The Chief Internal Auditor will endeavour to ensure that the amount of any loss is quantified. Repayment of losses will be sought in all cases. Where the loss is substantial, legal advice should be obtained about the need to freeze the suspect's assets through the court, pending conclusion of the investigation. Legal advice may be obtained about prospects for recovering losses through the civil court, where the perpetrator refuses repayment. The University will normally expect to recover costs in addition to losses.

Final report

13. On completion of a special investigation, a written report, normally prepared by the Chief Internal Auditor, shall be submitted to the Audit Committee containing:

- a description of the incident, including the value of any loss, the people involved, and the means of perpetrating the fraud
- the measures taken to prevent a recurrence
- any action needed to strengthen future responses to fraud, with a follow-up report on whether the actions have been taken.

14. The final outcome will be reported to the complainant.

References for employees or students disciplined or prosecuted for fraud

15. Any request for a reference for a member of staff or student who has been disciplined or prosecuted for fraud must be referred to the University Secretary for advice.

Review of fraud response plan

16. This plan will be annually reviewed for fitness of purpose. Any recommended change will be reported to the Audit Committee for consideration and to Court for approval.

Appendix 2: Minimising the opportunities for Fraud

Introduction

1. Fraud is a serious matter and Council is committed to investigating all cases of suspected fraud. Any member of staff, regardless of their position or seniority, against whom prima facie evidence of fraud is found, will be subject to disciplinary procedures that may result in dismissal. The University will normally involve the police and may seek redress via civil proceedings.

2. As the aftermath of fraud is costly, time-consuming, disruptive and unpleasant, and may lead to unwelcome adverse publicity, a major thrust of this fraud policy is prevention.

Leadership

3. Council and senior managers should ensure that their behaviour is demonstrably selfless and open, and should champion the University's policies on conflicts of interest, hospitality and gifts.

Management procedures

4. Fraud can be minimised through carefully designed and consistently operated management procedures, which deny opportunities for fraud. Staff must comply with and should receive training in the University's policies on segregation of duties, data security and conflict of interest, and the University's financial regulations. A continuous review of systems by internal audit may deter attempted fraud and should result in continuous improvements. The risk of fraud should be a factor in internal audit plans.

Staff appointments

5. Potential new members of staff must be screened before appointment, particularly for posts with financial responsibility. For example:

- references should cover a reasonable, continuous period of at least three working years, and any gaps should be explained
- references should cover character, in addition to academic or other achievement
- an official employer's reference should be obtained
- doubts about the contents of the reference should be resolved before confirming the appointment; if this is done by telephone, a written record of the discussion should be kept
- essential qualifications should be checked before making an offer of employment, for example by requiring original certificates at the interview
- where a post carries significant financial responsibility, Criminal Records Bureau (CRB) checks should be considered; the University Secretary's Office should be consulted

Cash

6. Management of cash should include the following:

- Segregation of duties - systems should prevent one person from receiving, recording and banking cash. Where there are many outlets, the system should incorporate additional supervisory management, and unannounced spot checks. Segregation of duties should continue during periods of leave or sickness absence.
- Reconciliation procedures - an independent record of cash received and banked may deter and detect fraud. Documents used in reconciliation processes, such as paying-in slips, should not be available to the officer responsible for banking.
- Receipts should be issued in return for cash received, to provide an audit trail.
- Physical security, such as key pad controlled cashiers' offices and safes; keys and access codes should be kept secure.
- Frequent banking.

Cheques

7. Cheques are often completed in ways which facilitate opportunist fraud. Cheques are sometimes intercepted by organised criminals who falsify payee and value details using sophisticated techniques. Debtors may also be told to make cheques payable to a private account, possibly using an account name which is similar to that of the University.

8. The following preventative measures should be taken:

- Physical security - unused, completed and cancelled cheques should never be left unsecured. If cheques are destroyed, more than one officer should be present, and a record of the serial numbers should be maintained.
- Frequent bank reconciliations - some frauds have gone undetected for long periods because accounts have not been reconciled promptly, or because discrepancies have not been fully investigated.
- Segregation of duties.
- Use of bank account names which it is difficult to represent as personal names, to prevent the simple theft of cheques in the post and their conversion into cash.
- Clear instructions to debtors about correct payee details and the address to which cheques should be sent. The address should normally be the accounts department, not the department which has provided the goods or services.
- Central opening of all post by more than one person, and recording of all cash and cheques received.
- Rotation of staff responsibilities, including the regular rotation of counter-signatories in accounts departments, to reduce the risk of collusion.
- Training in secure completion of cheques.
- Use of electronic funds transfer (EFT) as an alternative to cheques.
- Occasional checks with local banks of accounts including the University's name.

Purchasing

8. Many of the largest frauds suffered by higher education institutions have targeted the purchase ledger. Preventative measures should be taken as follows:

- Minimising little used or unusual account codes.
- Ensuring that all account codes are effectively monitored and approved by line management.
- Segregation of duties.
- Secure management of the creditors' standing data file, including segregating the origination and approval of new or amended data.

- Requiring purchase orders for the procurement of all services, as well as goods.
- Matching the invoice amounts to the purchase order commitment in all cases. Where service order variations occur, these should be supported by an authorised variation order
- A certified delivery note should be matched to the invoice for payment.

9. All suppliers should be vetted to establish that they are genuine and reputable companies before being added to lists of authorised suppliers.

Checks and balances

10. Detective checks and balances will be designed into all relevant systems and applied consistently, including segregation of duties, reconciliation procedures, random checking of transactions, and review of management accounting information, including exception reports. Systems should identify transactions which have not followed normal procedures.

Behaviour patterns

11. Suspect patterns of behaviour among staff dealing with financial transactions should be investigated, for example living beyond apparent means, taking few holidays, regularly working alone out of normal hours and resistance to delegation. Any indication of addiction to drugs, alcohol or gambling should be addressed promptly, for the welfare of the individual and to minimise the risks to the University.

Code of Practice on Reporting Malpractice

12. Anyone suspecting fraud may use the University's Code of Practice on Reporting Malpractice ("Whistleblowing").



The University of Edinburgh

Central Management Group

18 November 2009

Student rents for 2010/11 and indicative increases for 2011/12 and 2012/13

Brief description of the paper

The paper provides the detailed student rent proposals for 2010/11, the background in which they have been set and the assumptions made on those areas of cost that have a significant impact on student rents. The paper also provides an indication of the level of increases that might be required for the following two years.

Action requested

CMG are requested to approve

- the cross-subsidy of £1.83m from commercial surpluses to student rents
- the proposed rent increases for 2010/11 as detailed in Appendix 1

CMG are also asked to note the indicative increases for 2011/12 of 1.5% and 2012/13 of 1.5%.

Resource implications

Does the paper have resource implications? No

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

Paper approved on the 10th November 2009 by the Fees Strategy Group.
Presented to CMG by Nigel Paul

Originator of the paper

Richard Kington
Director, Accommodation Services



CMG
November 2009

Student rent proposal for 2010/11 and indicative increases for 2011/12 and 2012/13

Background to this years rent setting process.

The approach to setting of student rents for 2010/11 once again follows the process agreed by the Strategic Accommodation Review Group.

Once again the principle of the University utilising the surpluses from commercial accommodation provision has been maintained. As in the past, as well as detailing rents for 2010/11, indicative %age rent increases are given for 2011/12 and 2012/13. As previously these are the best current estimates given certain assumptions on the possible movement of major areas of cost.

Since the Strategic Accommodation Review, Accommodation Services has been successful in maintaining rent increases at or below those levels indicated at the time of the previous annual review for 2007/8, 2008/9, 2009/10 and now 2010/11.

The contents of this paper are supported by the Eusa President and have the approval of the Fees Strategy Group.

2010/11 Rent proposal

(Detailed in Appendix 1 – Rent Matrix for 2010/11)

We indicated last year that increases for 2010/11 were likely to be around 2.9%. However we find ourselves able to achieve an increase that averages no more than 1.25% for the majority of our stock, with some areas where rents have again been frozen and a small number of reductions have been made. The overall increase in income on a like for like basis is in fact only 0.82%. In achieving this result once again a cross subsidy from commercial accommodation has been applied and for 2010/11 this rises to £1.83m.

Whilst 1.25% is the base increase for a majority of stock there are a few anomalies and all these can be seen on appendix 1, the main ones are summarised here:

- Rents at Pollock show a slightly higher increase of 1.31% due to the need to increase the food allowance by 1.5% as well as the accommodation element by 1.25%
- Last year we undertook to freeze rents on twin rooms for three years. This is year two and so these rents remain at 2008/9 levels.
- Last year we also froze rents on our stock of small rooms then for one year (about 5% of our stock). We propose to extend this freeze for another year.
- A small number of other downward adjustments to deal with anomalies in returning student stock

- West Mains Roads rents have been reduced to try and make this generally less popular location more acceptable to PG's.
- Other PG stock has been reassessed and applicants will now have a choice of small, standard or larger rooms and rents have been adjusted to reflect the differences in size. A few rents therefore have decreased and a few increased. This is the same approach successfully taken with UG stock two years ago to widen the range of rents and also make room allocations and rents paid fairer.

The lower than expected increase from that indicated last year has been made possible by some good fortune and the continuing efforts across Accommodation Services to drive down costs. The most significant examples of cost reductions over the last 12 months which have provided a more positive background upon which to base 2010/11 rents are:

- Reduced interest charges on two Accommodation Services loans linked to base rates. These have largely offset the increases that were due to come in this year as we start to pay for the two new developments at Pollock
- Reduction in University buildings insurance costs
- Improvement in bad debt processes thereby allowing a reduction in bad debt provision
- Utility unit prices have not yet reached the levels anticipated last year
- University pay increases for 2009 lower than expected which reduces next years costs,
- Efficiency savings achieved within Accommodation Services through smarter working practices. This has been underway since pay harmonisation and remains work in progress
- Change from Resnet to Keycom for residential IT and telephony services

In last years paper I reported that a recently completed major review of our 10 year plan for Property repairs and maintenance should mean that by the end of 2008/9 we would have caught up with the remaining backlog of work on our estate. This has been achieved and we are very confident that the figures now projected for the coming years will be sufficient to enable Accommodation Services to keep work on the estate on plan. We will continue to use flexibility in this area of cost as we have done in the past to help smooth rents from year to year when necessary and to avoid any need for unexpectedly sharp increases.

We undertook last year to further increase our stock of twin rooms believing that the lower rents we could then offer would be of interest to a larger number of students. This came about from experience gained last year in managing the overshoot where demand for shared rooms exceeded supply. More students did apply for twin accommodation in both catered and self catered properties this year and the increase in stock was fully justified.

I mentioned last year that in 2008/9 Edinburgh offered the 4th cheapest entry level accommodation in the Russell Group and second cheapest in Scotland with an aspiration that we would have in due course the cheapest entry level accommodation in both groups. It is quite possible that position will be reached next year.

Indicative rents for 2011/12 and 2012/13
(Appendix 2 – Student Rents Summary 2010/11)

It should be remembered that the achievement of rent increases at the levels below is very dependant upon a number of factors, some out with the control of Accommodation Services. Last year we indicated increases for 2010/11 of 3.5% and for the following two years of 2.9%.

The increase proposed for most stock for 2010/11 is 1.25% with overall revenue increase on a like for like basis of only 0.82%. Given what is currently known, or can reasonably be anticipated at this stage, it is Accommodation Services view that for both 2011/12 and 2012/13 base rent increases of around 1.5% might be possible.

There do of course remain a number of areas of significant cost that could change the picture either way and the following touches on the key areas which will tend to remain outside Accommodation Services control. The main assumptions being made on future %age increases are shown on Appendix 2.

Payroll – University funding issues suggest that increases for the immediate future will be lower than those experienced historically and so future projections take this into account. However there remain additional increases resulting from increases in increments and also increasing employer's pension contributions.

Energy – This remains a high cost area of considerable uncertainty and significant increases in future years are considered a strong possibility. A prudent approach has been adopted. In the meantime activity is increasing with staff and students to reduce consumption.

Interest movements – Changes over recent months have been of benefit. However rates are sure to rise again in the future and again a prudent approach has been taken for now,

Commercial incomes – The cross subsidy provided to student rents from commercial accommodation activities remains dependant upon that business continuing to grow. Last year saw a reduction in income and so commercial surplus as a result of the recession, the first time reductions have been experienced in the last 6 years. The next 12 months remain uncertain but we are becoming more confident that commercial income for 2009/10 should show reasonable growth. It is important that the commercial business does continue to grow and is therefore able to continue to provide the current level of cross subsidy to the benefit of student rents.

Conclusion

CMG are requested to approve

- the cross-subsidy of £1.83m from commercial surpluses to student rents
- the proposed rent increases for 2010/11 as outlined above and contained in Appendix 1

CMG is also asked to note the indicative increases for 2011/12 of 1.5% and 2012/13 of 1.5%.

Richard Kington
Director
Accommodation Services
11th November 2009

Student Category	Building/Accommodation Type	Number units	Type	Category	Average 2009/10 daily rate*	2009/10 daily room rate*	2009/10 daily catered rate**	Lease 1 to 10th Weekly Lease cost	Total Lease cost	Total 2009/10 Revenue less voids	2010/11 Proposed av daily rate			2010/11 Proposed daily room rate			2010/11 Proposed daily catered rate**			E/Incr	% Incr - ROOM	% Incr - FOOD	Total 2010/11 Revenue less voids	YR on YR Revenue Incr	Overall % Incr	
											2010/11 Proposed av daily rate	2010/11 Proposed daily room rate	2010/11 Proposed daily catered rate**	Proposed Weekly lease cost	Total Proposed Lease cost	2010/11 Proposed av daily rate	2010/11 Proposed daily room rate	2010/11 Proposed daily catered rate**	Proposed Weekly lease cost							Total Proposed Lease cost
PG																										
Self catering	Richmond Place	234	SEN	15.17	51	106.19	5,400.52		1,162,624	15.36	107.52	5,468.03	68	1.25%									1,177,157	14,533	1.25%	
	Mylnes Court	79	SSTD	14.72	51	103.04	5,240.32		380,866	14.90	104.33	5,305.82	66	1.25%									385,627	4,761	1.25%	
	Mylnes Court	42	SLRG	15.42	51	107.94	5,489.52		212,115	15.61	109.29	5,558.14	69	1.25%									214,766	2,651	1.25%	
	Mylnes Court 8.5 -10 sq.m	11	SSML	12.40	51	86.77	4,412.62		44,656	12.55	87.85	4,467.78	55	1.25%									45,214	558	1.25%	
	Mylnes Court < 8.4 sq.m	10	SSML	11.04	51	77.28	3,930.24		36,158	11.04	77.28	3,930.24	0	0.00%									36,158	0	0.00%	
	Mylnes Court - dbc	3	SROOM	11.04	51	77.28	3,930.24		10,847	9.94	69.55	3,537.22	-393	-10.00%									9,763	-1,085	-10.00%	
	Mylnes Court	6	TWINS	7.70	51	53.93	2,742.62		15,139	7.80	54.60	2,776.91	34	1.25%									15,329	189	1.25%	
	Mylnes Court	6	SFLAT	15.17	51	106.19	5,400.52		29,811	15.36	107.52	5,468.03	68	1.25%									30,184	373	1.25%	
	Mylnes Court (PH)	6	CFLAT	10.45	51	73.15	3,720.20		20,536	10.58	74.06	3,766.70	47	1.25%									20,792	257	1.25%	
	Mylnes Court (ES)	16	CFLAT	10.02	51	70.14	3,567.12		52,508	10.15	71.02	3,611.71	45	1.25%									53,164	656	1.25%	
	South Bridge	12	SSTD	11.37	51	79.59	4,059.09		44,812	11.51	80.58	4,109.83	51	1.25%									45,373	560	1.25%	
	South Bridge	45	SBSIT	15.68	51	109.76	5,597.76		231,747	15.88	111.13	5,667.73	70	1.25%									234,644	2,897	1.25%	
	South Bridge	7	CBSIT	17.52	51	122.64	6,254.64		40,280	17.74	124.17	6,332.82	78	1.25%									40,783	503	1.25%	
	Roxburgh Place	58	SSTD	15.21	51	106.47	5,429.97		289,743	15.40	107.80	5,497.84	68	1.25%									293,965	3,622	1.25%	
	West Mains Rd	119	SSTD	13.19	51	92.33	4,708.83		515,523	12.53	87.71	4,473.39	-235	-5.00%									489,747	-25,776	-5.00%	
	West Mains Rd	2	SLRG	13.82	51	96.74	4,933.74		9,078	13.13	91.90	4,687.05	-247	-5.00%									8,624	-454	-5.00%	
	Blackwood Cres	32	SSTD	13.19	51	92.33	4,708.83		138,628	13.35	93.48	4,767.69	59	1.25%									140,361	1,733	1.25%	
	Blackwood Cres	3	SLRG	13.82	51	96.74	4,933.74		13,617	13.99	97.95	4,995.41	62	1.25%									13,787	170	1.25%	
	Causewayside	35	SSTD	13.19	51	92.33	4,708.83		151,624	13.35	93.48	4,767.69	59	1.25%									153,520	1,895	1.25%	
	5 Nicolson St (EUMS)	5	SSTD	10.10	51	70.70	3,605.70		20,985	10.23	71.58	3,650.77	45	1.25%									21,247	262	1.25%	
	5 Nicolson St - 1fr to 1st Year	0	SROOM	9.62	51	67.34	3,434.34		0	9.74	68.18	3,477.27	43	1.25%									0	0		
	5 Nicolson St	5	SFLAT	16.57	48	115.99	5,600.66		27,163	16.78	117.44	5,670.67	70	1.25%									27,503	340	1.25%	
	5 South College St - 1fr to 1st Year	0	SSTD	13.19	51	92.33	4,708.83		0	13.35	93.48	4,767.69	59	1.25%									0	0		
	5 South College St - 1fr to 1st Year	0	SROOM	9.62	51	67.34	3,434.34		0	9.74	68.18	3,477.27	43	1.25%									0	0		
	Ratcliffe Terrace	69	SSTD	14.17	51	99.19	5,058.69		321,126	14.35	100.43	5,121.92	63	1.25%									325,140	4,014	1.25%	
Total PG									3,769,587														3,782,247	12,660		
Returning																										
Self catering	Davie/West Richmond/Nicolson (CC) &	169	SSTD	11.70	51	81.90	4,176.90		684,719	11.12	77.81	3,968.06	-209	-5.0%									650,483	-34,236	-5.00%	
	West Nicolson Streets	4	CFLAT	19.75	51	138.25	7,050.75		27,357	20.00	139.98	7,138.88	88	1.25%									27,699	342		
	Blackfries Street	81	SSTD	14.68	37	102.76	3,831.48		301,039	14.86	104.04	3,879.37	48	1.25%									304,802	3,763	1.25%	
	Other UoE - Family	41	SSTD	22.09	52	154.63	8,040.76		319,781	22.09	154.63	8,040.76	0	0.0%									319,781	0	0.00%	
	Other UoE - Family (re-furb)	36	SSTD	23.75	52	166.25	8,645.00		301,883	23.75	166.25	8,645.00	0	0.0%									301,883	0	0.00%	
	Other UoE - Couple	34	SSTD	19.16	52	134.12	6,974.24		230,010	19.40	135.80	7,061.42	87	1.25%									232,886	2,875	1.25%	
	Other UoE - 1 person	22	SSTD	17.39	52	121.73	6,329.96		135,081	17.61	123.25	6,409.08	79	1.25%									136,770	1,689	1.25%	
	Other UoE - 2 person	36	SSTD	10.73	52	75.11	3,905.72		136,388	10.86	76.05	3,954.54	49	1.25%									138,093	1,705	1.25%	
	Other UoE - 3 person	60	SSTD	10.93	52	76.51	3,978.52		231,550	11.07	77.47	4,028.25	50	1.25%									234,444	2,894	1.25%	
	Other UoE - 4 person	24	SSTD	10.75	52	75.25	3,913.00		91,095	10.88	76.19	3,961.91	49	1.25%									92,233	1,139	1.25%	
	Other UoE - 5 person	5	SSTD	10.25	52	71.75	3,731.00		18,095	10.38	72.65	3,777.64	47	1.25%									18,322	226	1.25%	
	Other UoE - KC - Couple	1	CFLAT	20.06	38	140.42	5,335.96		5,176	20.31	142.18	5,402.66	67	1.25%									5,241	65	1.25%	
	Other UoE - DC - Single	1	SFLAT	16.98	38	118.86	4,516.68		4,381	17.19	120.35	4,573.14	56	1.25%									4,436	55	1.25%	
	Other UoE - MC - Single	2	SFLAT	16.57	52	115.99	6,031.48		11,701	16.78	117.44	6,106.87	75	1.25%									11,847	146	1.25%	
Total Returning**									2,498,257														2,478,926	-19,338		
Revenue from RA's & HA's not inc. above																										
	HA's	16		11.24	8.51	3.00	34	78.69	2675.30		42,805	11.39	8.62	3.04	79.72	2,710.36	1.25%	1.5%					43,366	561	1.31%	
	HA's - JBH	2		12.30	9.57	3.00	37	84.56	3140.62		6,281	12.24	9.69	3.04	85.66	3,181.51	1.25%	1.5%					6,363	82	1.30%	
	RA's - UG	43							37,522								1.25%						37,991	469	1.25%	
	RA's - PG	9							18,179								1.25%						18,406	227	1.25%	
TOTAL RA/HA									104,787														106,126	1,339		
Total Effect									24,538,825														24,742,895	204,070		

Difference = H.A.s & R.A.s, Twinning, plus rounding diffs, plus different contract lengths

* For catered accommodation the daily rate reflects a 3 week period over Christmas when a room only rate is charged. Except John Burnett House which also has 3 week Spring Break

**Not included in this spreadsheet are the leased and factored flats used for Returning students, couples and families. The prices for many of these are dictated as much by the increases demanded by the landlords and the local market conditions.

There are currently 362 factored beds and 258 University leased beds that fall under this section.

There is very little additional contribution likely as a result of above inflation increases in prices, as most revenue returns to the landlords, and so it is easier to exclude these properties from the above.

*** The daily catered rate includes food of £3.65/ payroll of £2.18/other costs of £0.26

Category A
Category B
Category C
Twins

OUTLOOK FOR 2009/10 & 2010/11

Accommodation Services
Total Expenses

<u>Assumptions</u>		2009/10	2009/10	2010/11	2011/12	2012/13
Labour increases inc. Pensions				3.4%	4.0%	3.4%
	Overhead increases			3.0%	3.0%	3.0%
	Energy increases			9.3%	9.3%	9.4%
	University subsidy increase			3.0%	3.0%	3.0%
	Misc income increases			3.0%	3.0%	3.0%
	Short lease flat income increases			2.0%	2.0%	2.0%
		2009/10	2009/10	2010/11	2011/12	2012/13
		Estimated in 08/09	Budget (updated)			
Income	Student Rents (exc short lease)	24,607,479	24,540,810	24,742,895	25,114,038	25,490,749
	Short lease rents	1,315,403	1,382,579	1,410,231	1,438,435	1,467,204
	Other Income	177,836	187,880	193,516	199,322	205,302
	Total income	26,100,718	26,111,269	26,346,642	26,751,795	27,163,254
Direct	Accommodation	957,999	1,008,130	951,695	953,063	954,461
	Leased Accommodation - Rents Payable	3,167,222	3,227,028	3,241,695	3,326,792	3,414,198
	Food	903,353	813,307	837,706	862,837	888,723
	Drink	0	0	0	0	0
	Other Income	9,770	6,925	7,133	7,347	7,567
	Total Cost of sales	5,038,344	5,055,390	5,038,229	5,150,039	5,264,948
Payroll	Cleaning	2,124,070	2,031,798	2,101,276	2,185,959	2,259,907
	Portering/Security	933,675	889,969	920,402	957,494	989,886
	Other Student Related	955,246	924,133	955,734	994,251	1,027,885
	Catering	837,789	752,814	778,557	809,933	837,332
	Indirect/support	1,466,102	1,420,684	1,469,265	1,528,477	1,580,184
	Total Payroll	6,316,882	6,019,398	6,225,232	6,476,114	6,695,194
Indirect	Utilities	2,628,271	2,028,492	2,217,328	2,424,626	2,652,221
	Property maint & Equip	4,748,875	4,798,164	5,082,443	5,103,607	5,044,557
	Other	2,582,152	2,463,857	2,537,773	2,613,906	2,692,323
	Debt repayments	6,987,309	7,103,725	6,850,156	6,934,371	6,920,943
	Total indirect costs	16,946,607	16,394,238	16,687,699	17,076,510	17,310,044
	Gross profit	-2,201,115	-1,357,757	-1,604,519	-1,950,867	-2,106,933
	University subsidy (set at 3% per annum)	1,777,850	1,777,850	1,831,186	1,886,121	1,942,705
	surplus	-423,265	420,093	226,667	-64,746	-164,228
	Possible adjustments to property maintenance to allow for year to year rent 'smoothing' see note 1 below	-423,000	0	220,000	-70,000	-150,000
	Revised surplus outcome	-265	420,093	6,667	5,254	-14,228
	Calculations on income required from main student accommodation					
	Input rent %age increase					
	2009/10	2.9%	24,607,479	24,540,810		
	2009/10 - short lease	3.0%	1,315,403	1,382,579		
	2010/11	0.82%			24,742,895	
	2010/11 - short lease	2.0%			1,410,231	
	2011/12	1.5%				25,114,038
	2011/12 - short lease	2.0%			1,438,435	
	2012/13	1.5%				25,490,749
	2012/13 - short lease	2.0%				1,467,204
	Increase exc. New properties			202,085		
	New property revenue (inc.above)			0.82%		
				0		

Note 1

At the time of the strategic review Accommodation Services undertook to use flexibility in the Property and Maintenance budgets to help smooth out peaks and troughs so as to help avoid what might otherwise be larger annual increases to student rent. Adjustments have notionally been made to 2010/11 to smooth 2011/12 and 2012/13.

Cost of Sales

	Budget <u>2008/09</u>	Budget <u>2009/10</u>	Latest <u>2009/10</u>		<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	
Accommodation								
Student Data/Telephony								
PFML	1,214,373	0			0	0		0 replaced by Keycom from 09/10
INUK Networks	139,550	0			0	0		0 replaced by Keycom from 09/10
Keycom	0	880,045	880,045	0%	880,045	880,045	880,045	Fixed price contract for 5yrs from 09/10
	<u>1,353,923</u>	<u>880,045</u>	<u>880,045</u>		<u>880,045</u>	<u>880,045</u>	<u>880,045</u>	
Student Contents Insurance	51,466	49,084	51,310	1.5%	52,080	52,861	53,654	contract rolled forward in 2009
	<u>51,466</u>	<u>49,084</u>	<u>51,310</u>		<u>52,080</u>	<u>52,861</u>	<u>53,654</u>	
Bedding Packs	21,400	19,000	19,000	3%	19,570	20,157	20,762	
	<u>21,400</u>	<u>19,000</u>	<u>19,000</u>		<u>19,570</u>	<u>20,157</u>	<u>20,762</u>	
Leased - rents								
UofE E&B Lease rent	376,431	387,347	387,347	3.0%	398,967	410,936	423,265	increase linked to Flat rent increase
Long Lease rent	1,556,201	1,579,895	1,648,077	3.0%	1,627,292	1,676,111	1,726,394	linked to RPI or av.rent increase - currently at 3% due to low inflation
Bought In				3.0%	0	0	0	
Short lease rent	1,103,589	1,191,604	1,191,604	2.0%	1,215,436	1,239,745	1,264,540	Based on est. Revenue increase
	<u>3,036,221</u>	<u>3,158,846</u>	<u>3,227,028</u>		<u>3,241,695</u>	<u>3,326,792</u>	<u>3,414,198</u>	
TOTAL	<u>4,463,010</u>	<u>4,106,975</u>	<u>4,177,383</u>		<u>4,193,390</u>	<u>4,279,855</u>	<u>4,368,659</u>	
CHECK	4,463,010	4,106,975						
	Budget <u>2008/09</u>	Budget <u>2009/10</u>	Latest <u>2009/10</u>		<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	
Food	697,538	813,307	813,307		837,706	862,837	888,723	
Other Income (see front page)					3.00%	3.00%	3.00%	

Utilities			Student	Student	Latest View		2010/11	2011/12	2012/13		
			2008/09	2009/10	2009/10						
Electricity	Halls	Halls	319,444	277,896	342,599	10.0%	376,859	10.0%	414,545	10.0%	455,999 see commentary
		Flats	868,324	802,189	814,532	10.0%	895,985	10.0%	985,583	10.0%	1,084,142
		Other	0	0	0	10.0%	0	10.0%	0	10.0%	0
Gas	Halls	Halls	177,838	103,720	158,637	10.0%	174,500	10.0%	191,950	10.0%	211,145 see commentary
		Flats	10,155	8,928	17,472	10.0%	19,219	10.0%	21,141	10.0%	23,256
		Other	0	0	0	10.0%	0	10.0%	0	10.0%	0
CHP - Power	Halls	Halls	249,450	190,490	234,485	10.0%	257,933	10.0%	283,727	10.0%	312,099
		CHP - Heat	329,038	285,414	260,569	10.0%	286,626	10.0%	315,288	10.0%	346,817
water	Halls	Halls	195,921	192,344	200,199	3.0%	206,205	3.0%	212,392	3.0%	218,763
		Flats	4,224	0	0	3.0%	0	3.0%	0	3.0%	0
New Property	All	JBH				10.0%	0	10.0%	0	10.0%	0
		CHECK					2,217,328		2,424,626		2,652,221
			2,154,395	1,860,980	2,028,492						
			2,154,395	1,860,980	2,028,492		9.3%		9.3%		9.4%

Re-forecast

		BUD	STUDENT	ACT	Type	Increase	F/CAST	STUDENT
		2009/10	2009/10	2008/09		tbc	2009/10	09/10 latest
Halls - General	Electricity	115,956	89,934	173,702	Contract	-20%	138,962	107,777
	Gas	37,562	25,055	107,156	Contract	-13%	93,762	62,542
	Water	199,992	140,046	197,477	Market Rate	2%	201,426	141,051
	CHP - Power	286,680	190,490	441,114	Contract	-20%	352,891	234,485
	CHP - Heat	369,396	285,414	360,607	Contract	-13%	337,240	260,569
Pollock Halls	Gas Masson	33,899	27,486	24,667	Contract	-13%	29,662	24,050
	Electricity Masson			1,365	Contract	0%	1,365	1,365
Outward Halls	Electricity Rich.Place	173,190	151,541	74,238	Market Rate	0%	173,190	151,541
	Water Rich.Place	35,604	31,154	39,460	Market Rate	2%	40,250	35,218
	Gas Rich.Place	19,668	17,210	-52,608	Market Rate	10%	21,635	18,930
	Electricity Mylnes Court	19,476	19,476	79,477	Contract	-20%	63,581	63,581
	Gas Mylnes Court	17,280	17,280	46,256	Contract	-13%	40,474	40,474
	Water Mylnes Court	21,144	21,144	23,461	Market Rate	2%	23,931	23,931
	Electricity David Horn	11,148	8,472	21,412	Market Rate	0%	10,451	7,942
	Gas David Horn	10,980	8,345	7,779	Contract	-13%	6,806	5,173
	Electricity Kitchener	11,148	8,472	13,674	Market Rate	0%	13,674	10,392
	Gas Kitchener	10,980	8,345	11,230	Contract	-13%	9,826	7,468
	Water Kitchener	0	0	0	Market Rate	2%	0	0
	UofE Flats	Electricity	821,000	717,540	726,381	Market Rate	0%	821,000
Gas		684	607	3,525	Market Rate	0%	3,525	3,081
Water (sewerage)		0	0		Market Rate	2%	0	0
LL Flats	Electricity Sciennes 1	31,896	28,622	36,322	Market Rate	0%	36,322	32,593
	Electricity Bl'wood Cres/C'wayside	16,364	16,364	28,501	Market Rate	0%	28,501	28,501
	Gas Bl'wood Cres/C'wayside			776	Market Rate	0%	776	776
	Electricity Roxburgh Place	23,956	21,912	22,096	Market Rate	0%	22,096	20,211
	Gas Roxburgh Place	5,544	5,117	5,150	Market Rate	-13%	4,506	4,159
	Water Roxburgh Place	0	0	0	Market Rate	2%		
	Electricity Ratcliffe Terrace	12,800	12,800	7,570	Market Rate	0%	14,002	14,002
	Gas Ratcliffe Terrace	3,204	3,204	9,456	Market Rate	0%	9,456	9,456
	Electricity South Bridge	4,956	4,951	1,872	Market Rate	0%	1,872	1,685
Other	Electricity Holyrood	7,200	0	11,626	Market Rate	0%	11,626	0
	Gas Holyrood	2,800	0	0	Market Rate	0%	0	0
	Other Commercial	70,235	0	28,580	Market Rate	0%	28,580	0
		2,374,742	1,860,980	2,452,320			2,541,386	2,028,492
		2,374,742	1,860,980	2,452,320				167,512

Estimated Payroll increases

		2008/09		2009/10		2010/11		2011/12		2012/13	
		Aug-08	Oct-08	Aug-09	Oct-09	Aug-10		Aug-11		Aug-12	
		0%	5%	0.5%	0.00%	2.50%		3.00%		3.00%	
Current Pay	31.07.08 12,000	12,000	12,600	12,663	12,663	12,980	12,980	13,369	13,369	13,770	13,770
		2,000	10,500	12,500	0	6,490	6,490	12,980	13,369	13,770	13,770
				4.17%		0.50%		2.50%	3.00%		3.00%

Incremental points

		2009/10							2010/11	2011/12	2012/13	
		fte										
		BD&O	SS	W&S	CAT	P&RS	D	HR	TOTAL			
Grade 1	Point 1	13085				0.71		6.37	7.08	2,450		
	Point 2	13431	2.64%			15.03		120.94	135.97			
Grade 2	Point 1	13787				2		3.3	5.3	1,654		
	Point 2	14099	2.26%			11.86		5.86	17.72	6,698		
	Point 3	14477	2.68%			18.60		25.16	43.76			
Grade 3	Point 1	15216			1.62			2	3.62	1,539	1,593	1,687
	Point 2	15641	2.79%		1.6			2.9	8.12	3,573	3,784	3,889
	Point 3	16081	2.81%		2			4	7.6	3,542	3,640	
	Point 4	16547	2.90%					4.96	29.91	34.87	16,703	
	Point 5	17026	2.89%				2.28	9	4.6	15.88		
Grade 4	Point 1	17519			1				1	508	523	539
	Point 2	18027	2.90%		1				1	523	539	556
	Point 3	18550	2.90%		2				3	1,617	1,668	
	Point 4	19089	2.91%		2	2			6	10	5,560	
	Point 5	19645	2.91%		5.2	5			2	12.2		
Grade 5	Point 1	20226							0	0	0	0
	Point 2	20834	3.01%					1	2	1,248	1,336	1,278
	Point 3	21458	3.00%		1				2	1,336	1,278	1,368
	Point 4	22126	3.11%		2		10	4	16	10,224	10,944	
	Point 5	22765	2.89%					1	1	684		
	Point 6	23449	3.00%						1			
Grade 6	Point 1	24877			1	1	2		4	2,984	3,072	3,168
	Point 2	25623	3.00%		1		1		2	1,536	1,584	1,632
	Point 3	26391	3.00%		1		1		2	1,584	1,632	1,680
	Point 4	27183	3.00%		5	1	3		9	7,344	7,560	
	Point 5	27999	3.00%		2.79				2.79	2,344		
	Point 6	28839	3.00%		1	2		1	1	5		
Grade 7	Point 1	29704							0	0	0	0
	Point 2	30594	3.00%		1				1	919	945	974
	Point 3	31513	3.00%						1	945	974	1,003
	Point 4	32458	3.00%						2	1,948	2,006	2,068

	Point 5	33432	3.00%		1		1	1	3	3,009	3,102		
	Point 6	34435	3.00%				7.7		7.7	7,962			
	Point 7	35469	3.00%	1.8	1	2		1.74	6.54				
Grade 8	Point 1	36532							0	0	0	0	
	Point 2	37651	3.06%				1		1	1,106	1,163	1,198	
	Point 3	38757	2.94%						0	0	0	0	
	Point 4	39920	3.00%				1		1	1,198	1,233	1,271	
	Point 5	41118	3.00%	1					1	1,233	1,271		
	Point 6	42351	3.00%						0	0			
	Point 7	43622	3.00%		3			1	1	5			
Grade 9	Point 1	46278							0	0	0	0	
	Point 2	47666	3.00%						0	0	0	0	
	Point 3	49096	3.00%						0	0	0		
	Point 4	50569	3.00%						0	0			
	Point 5	52086	3.00%				4		4				
				33.01	20.28	2.00	93.06	229.06	5.00	4.74	91,968	49,847	22,311

As % of total AS Budget 2009/10 payroll

10,592,977	10,592,977	10,592,977	Adjusted for 0.5% incr. in 09/10
0.87%	0.47%	0.21%	

E'ers Pension Contributions

It is known that this is likely to increase, some increases are now known see below
The model assumes the following:

	<u>SBS</u>	<u>LGSS</u>	<u>USS</u>
Current rate 09/10	20.3%	18.6%	16.0%
	<u>Increases</u>	<u>Increases</u>	<u>Increases</u>
2009/10	0.00%	0.00%	0.00%
2010/11	0.00%	0.00%	0.00%
2011/12	2.00%	3.00%	0.00%
2012/13	0.00%	0.00%	2.00%

revaluation due March 2010 triennial valuation due 2008 - assumption

Generally SBS operates for Grades 1 - 5 and USS Grade 6 and above

Estimated current total pensionable pay

	<u>£</u>	<u>£</u>	<u>% of total payroll</u>
	<u>Pension</u>	<u>Payroll</u>	
2009/10	842,379	10,592,977	7.95%
2010/11	876,371	10,949,770	8.00%
2011/12	970,177	11,329,789	8.56%
2012/13	1,021,471	11,693,546	8.74%

See Pension forecast for SAR 2009 10.xls

1. Cost of Sales

ResNet

New provider appointed for 2009/10 - Keycom plc
Fixed price deal for 5 years

Rents payable

3 constituent parts

a) E&B rents - linked to student rent increases

b) 3rd Party long lease - linked to student rent increases, In reality these are a combination of inflationary increases and increases based on UofE rises in similar property or av. Of Scottish Uni increases. All rises are limited to arange of 3-5%
Therefore depending on mix of rents these could increase

c) Short lease 3rd Party - the rent increases are dictated by the ext.landlord - 3.5% assumed

Food

Currently running at 3% inflation, assumed maintains this level going forward

2. Payroll

2009/10

a) SBS pension increased by 1.4% to 20.3% from Aug 2009. currently a deficit so assumed increase in e'ers contribution from 2011/12
USS - 2.0% incr to 16% from Oct 2009, and further incr. of 2% (17%) in 2012/13

b) Pay harmonisation was implemented on 1st August 2006

Current 09/10 settlement proposed at 0.5%, compared to assumption of 4% this time last year

Assumed 2.5% from 01.08.109, then 3.0% each year thereafter

Payroll assumptions are:

Review of current employees on payroll, estimates increments for next 3 years

Increments adding ~ 0.9% in 2010/11, and ~0.5% the following year and ~0.2% after that

3. Overheads

a) Utilities

See attached detail

Increases based on info obtain from Energy & Sustainability Office

Electricity - new contract comes into play from 01.10.09 and will run to 31.03.10, with 15% - 20% decrease

From 01.04.10 a contract for additional year will be entered into - the rates are unknown at this time

Gas - current contract from 01.08.09 is 13% lower than previous year. Deal for next 12mths still being negotiated

Water likely to be 3% from 01.04.10

Other Gas & Electricity based on market rates (see detail)

b) Property Maintenance etc

Reflects current levels of anticipated expenditure

c) Other overheads assumed at 3% inflationary increase

d) Financing

Includes costs associated with JBH and JMC Restaurant re-furb

Overall the decrease in interest rates to 0.5% has been very beneficial.

It has been assumed that interest rates rise in 10/11 to 3.5%, and 4.5% in 11/12



The University of Edinburgh

Central Management Group

18 November 2009

Report from Sustainability & Environmental Advisory Group (SEAG)

Brief description of the paper

SEAG met on 14 October and brings forward the following report for the attention of CMG:-

1. Feedback on the Universities that Count (UTC) submission – a very positive outcome [Annex A]
2. Waste and Recycling Report 2009 – [Annex B]
3. Transition Edinburgh University project [Annex C]

Action requested

CMG is invited to:-

1. Note the successful outcome of the UTC submission and subsequent robust engagement with project
2. Endorse participation in the project for the coming year – Survey open from 1 Dec 09 – 31 Mar 10
3. Note the benefits of E&B proactive delivery of Waste and Recycling services
4. Note the successful bid for a University-wide engagement project to cut carbon emissions – now recruiting and to run 20 March 2011.

Resource implications

Does the paper have resource implications? Yes – Estates & Buildings have achieved cost reductions and new income streams to deliver on University policies. E&B will undertake co-ordination of the next UTC submission but this will require support from colleagues in a wide range of administrative and support offices.

Risk Assessment

Does the paper include a risk analysis? No

Equality and diversity

Does the paper have equality and diversity implications? Yes

Freedom of information

Can this paper be included in open business? No

Paper prepared by

David Somervell,
Energy & Sustainability Adviser, Estates & Buildings

Paper to be presented by

Vice Principal Professor Mary Bownes, Convener of SEAG



The University of Edinburgh

Central Management Group

18 November 2009

Draft Social Responsibility and Sustainability Strategy

Brief description of the paper

Following extensive engagement within the SEAG – and through three workshops [see Annex B] attended by senior staff – a draft strategy has been prepared to map the way forward for the University on Social Responsibility and Sustainability over the ten years to 2020.

This draft strategy builds on the University's Strategic Plan 2008-12 and expands several of the underlying themes adopted in that plan. An example first draft of a Procurement Plan is attached at Annex A.

Action requested

CMG is invited to:-

1. Comment on and endorse the draft Sustainability and Social Responsibility Strategy for circulation to the wider University community for their comments and to develop accompanying Action Plans
2. Note the paper on Sustainable Procurement at Annex A
3. Endorse the proposal that the Director of Corporate Services be identified as the senior management executive champion of sustainable procurement as required under Scottish Government Action Plan
4. Note that a revised version of the Strategy will be brought back for final approval to 20 January 2010 meeting of CMG together with accompanying Action Plans.

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

Other information

Available from David Somervell on request.

Paper prepared by

Professor Mary Bownes, Convener of SEAG and
David Somervell, Sustainability Adviser
with support from members of SEAG

Paper to be presented by

Vice Principal Professor Mary Bownes,
Convener of SEAG

The University of Edinburgh

Social Responsibility & Sustainability Strategy: Choosing Our Futures

New Draft for CMG 18 November
– following minor edit final circulation to SEAG and others on 2 Nov 09
For review, comment and endorsement for wider circulation as a draft to the University community. Final version to come back to CMG 21 Jan 2010

Looking to 2020 and beyond

The University of Edinburgh is justifiably proud of the numerous contributions it has made to Scotland, Europe and the world throughout its 425 year history. The world is now on the brink of global social, environmental and economic changes even more far reaching than those of the 18th Century Enlightenment and the social, scientific and economic revolutions that followed.

In 2083 the University will celebrate 500 years since its foundation. How will our successors look back at our contributions to the world in the first half of the 21st century? Will Edinburgh's researchers have helped shape a world where energy, food and water resources are secure for all?

What roles will Edinburgh graduates have played in stabilising CO₂ levels through technical solutions, policy development or business leadership? Will Edinburgh's medical research have helped eradicate major infectious diseases?

The decisions we make now will determine the extent to which we help shape the future – or merely respond to events.

Creating opportunities from the challenges

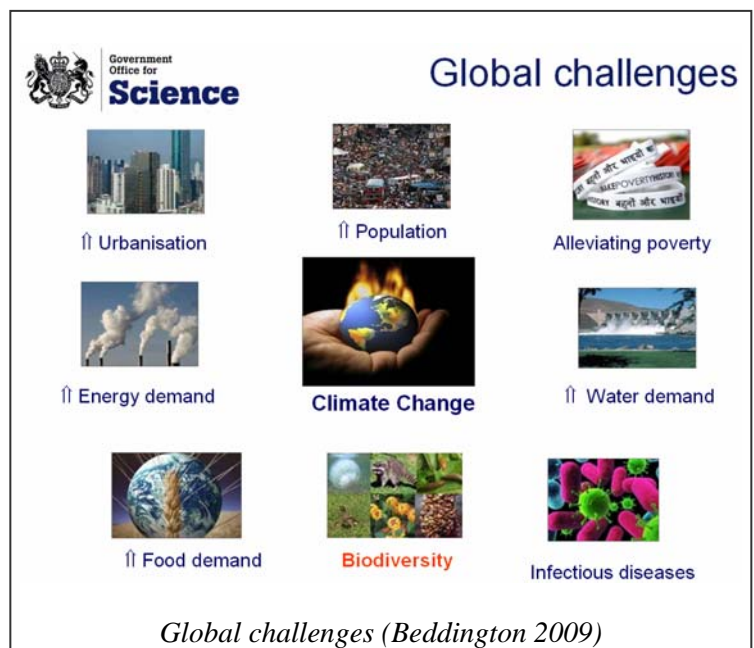
There is a growing recognition across the world of the urgency of tackling a range of difficult, complex and inter-related issues such as human well-being; food, energy and water security; and climate change. The need of governments, businesses and others to understand and respond to these challenges creates significant opportunities for the University community.

Professor John Beddington, Edinburgh alumnus and chief scientific adviser to UK Government argues that 'business as usual' will lead to a 'perfect storm' of food, water and energy shortages – with all the social, environmental and economic disruption that will entail – by 2030¹.

New scientific, technical, economic and policy responses will be necessary, but not sufficient, to address these challenges.

Critical analysis from diverse perspectives will be essential to understand the interrelationships and potential conflicts between the challenges and proposed responses. Indeed, there are many possible, and often mutually exclusive, visions of what a desirable future might be – and how such a vision might be achieved.

Our role will always be to understand what is happening, to question accepted wisdom, to challenge simplistic analysis and to communicate with others. In doing so we will help develop holistic solutions to the challenges facing the world and its people.



¹ Commenting on his speech to SD-UK conference, 19 Mar 2009 <http://news.bbc.co.uk/1/hi/sci/tech/7952348.stm>

Our aspiration & approach

We aspire to make world-leading contributions to understanding and addressing global challenges. Our overarching approach is not to direct academic endeavour, but to create the conditions in which students and staff are inspired and supported to engage with and contribute to social responsibility and sustainability throughout the University and beyond. Collaboration between disciplines across the University will be central to this endeavour.

A whole-institution approach to social responsibility and sustainability

We aim to develop – and make explicit as an exemplar for the University community and others globally and locally – a whole-institution approach to social responsibility and sustainability.

Recognising that the terms are contested, social responsibility and sustainability refer here to our contribution to both understanding and addressing social, environmental and economic global challenges. More specific definitions may be required to enhance communication in certain circumstances, for example during the adoption of particular standards or practices.

Our approach is four-fold; we shall:

- ◆ **Lead by example**, explicitly embedding our commitment to social responsibility and sustainability in our policies, strategies and procedures;
- ◆ **Actively support best practice, innovation and leadership** in relation to social responsibility and sustainability: in teaching and learning, research and knowledge exchange and across our services and physical infrastructure;
- ◆ **Recognise and communicate** relevant activity by students, staff and alumni;
- ◆ **Demonstrate and report** our main social, environmental and economic impacts.

Choosing Our Futures builds on and develops a longstanding commitment to social responsibility and sustainability, and brings together the University's existing policies and commitments on these and related issues².

Choosing Our Futures is partly a blueprint; but more realistically it is an initial route map that sets out our aspirations, our direction and our first steps on the journey towards how we might be in 2020.

The detailed planning and prioritisation will come as these commitments are progressively embedded within the University's annual planning and resource allocation process and future strategic plans.

² Including: Sustainability Policy in 2000; University's Strategic Plan 2008-12; Internationalisation Strategy 2009; Universitas 21 Statement on Sustainability; the Universities & Colleges Climate Commitment for Scotland; and the 10:10 campaign to reduce greenhouse gas emissions by 10% by 2010.

Education for active global citizenship

We shall create conditions where students and staff develop their knowledge, skills and experience to engage with and contribute effectively to social responsibility and sustainability in Scotland and worldwide.

Leadership in education for active citizenship

The University aspires to be recognised internationally:

- As a leading provider of higher education, lifelong learning and continuing professional development related to understanding and engaging with global challenges
- For supporting all students to be proactive, independent, critically analytical and reflective learners and communicators, able to engage with social responsibility and sustainability and to recognise their significance for interdisciplinary study.

The student experience at Edinburgh will embrace social responsibility and sustainability while recognising the importance of rigorous disciplinary study:

- Every student will have opportunities to study aspects of social responsibility and sustainability and to explore how their chosen subjects relate to the global challenges
- The University's whole-institution approach to social responsibility and sustainability will be widely drawn on as a resource for teaching and learning
- Students will have a range of opportunities to engage in community and other activities relating to social responsibility and sustainability.

We aim to produce graduates fully equipped to achieve the highest personal and professional standards. (p1)

Our strategies... include encouraging the themes of sustainability and social responsibility in programme and course development and delivery.

Initial steps on the journey

- Make information about courses relevant to social responsibility and sustainability more accessible on the website to students, staff and visitors.
- Review³ how each programme engages with social responsibility and sustainability; and the extent to which all students have the opportunity to explore the relevance of their subjects to global challenges.
- Work with professional bodies to identify expectations and opportunities in prescribed courses relating to relevant social responsibility and sustainability issues.
- Identify ways in which addressing social responsibility and sustainability can contribute to meeting student expectations, including those articulated via the national and postgraduate student surveys.
- Develop plans to encourage multidisciplinary learning across schools in relation to social responsibility and sustainability, and facilitate cross-school and cross-college academic collaboration in course development and delivery, drawing on and contributing to the Global Academies for Health, Development, Environment and Society, and centres such as Edinburgh International Development Centre, Edinburgh Climate Change Centre, Just World Institute and Centre for Infectious Diseases.
- Establish effective mechanisms to draw on the University's whole-institution approach to social responsibility and sustainability as a teaching and learning resource.
- Establish effective mechanisms for communicating, internally and externally, opportunities for students to undertake dissertation research relevant to the global challenges facing the University, its city partners and other organisations and communities throughout the world.
- Develop plans to mark the University's contribution to the UN Decade of Education for Sustainable Development⁴ (2005-2014).

³ Through QAA, TPR or QQR

⁴ <http://www.unesco.org/en/esd/>

Research & knowledge exchange

The University of Edinburgh will critically evaluate global challenges, policy responses and interventions, from multidisciplinary perspectives, and collaborate with local and global partners in industry, civil society and academia to contribute to the development of holistic solutions.

Realising the potential of multidisciplinary teamwork, strategic partnership & collaboration

The University will:

- Establish multidisciplinary cross-college research themes to address global challenges that respond to the opportunities offered by major research funders and other external bodies in the UK and internationally
- Create a network of research experienced alumni working across the world in academia, industry, government and civil society, who remain engaged with and contribute intellectually to the University's research, knowledge exchange and teaching on global challenges
- Promote opportunities for staff to offer their expertise to address global challenges, individually and in multidisciplinary teams, through engagement with civil society organisations and commercial consultancy
- Establish a 'New Enlightenment' programme of engagement, across multiple disciplines, with the local community, the city-region and other partners to discuss, understand and respond to global challenges and their implications.

We aim to... contribute to the economic, social, cultural and environmental development of Scotland and the world (p11)

...provide holistic solutions to important global challenges (p10)

...maximise the contribution of our knowledge, skills, and expertise towards influencing and realising Scottish and UK government objectives while simultaneously benefiting society as a whole (p13)

Strategic Plan 2008-2012

Initial steps on the journey

- Make information about research and expertise relevant to social responsibility and sustainability easily accessible on the website to students, staff and visitors
- Further develop training to support research staff to evaluate and communicate the potential social, environmental and economic impact of their research, and hence bid successfully for funding, and reveal new opportunities for multidisciplinary collaboration
- Establish postgraduate training in multidisciplinary research relevant to better understanding and addressing global challenges
- Develop an active network of research-experienced alumni which will offer a wide range of mutual benefits to the participants and other members of the University community
- Develop plans to encourage interdisciplinary learning across schools in relation to social responsibility and sustainability and
- Facilitate cross-school and cross-college academic collaboration in research and knowledge exchange – drawing on and contributing to the Global Academies for Health, Development, Environment and Society; centres such as Edinburgh International Development Centre, Edinburgh Climate Change Centre, Just World Institute and Centre for Infectious Diseases; and our partners in Associated Institutions and Research Pooling initiatives.

People, services & infrastructure

The University's success in benefiting from the opportunities and rising to the challenges that the future holds will rest squarely on the high quality of its people, services and physical infrastructure. We shall develop and showcase best practice, informed by and informing the University's research and teaching missions.

Practicing what we teach, researching our practice

The University aspires to serve as a living laboratory – practicing what we teach and researching our own practice. We shall:

- Encourage and support members of the University community to become effective agents of positive change, drawing on the University's own teaching resources, including the Global Academies
- Apply our own research and expertise to inform our policy and practice, and offer issues in need of study as dissertation topics
- Manage our physical infrastructure and the procurement of goods and services in ways that maximise efficiency and effectiveness while minimising social, environmental and other risks
- Collaborate with other organisations to share our expertise and develop best practice in addressing social responsibility and sustainability
- Establish efficient and effective systems to record, report and act on our main social and environmental impacts.

Supporting the initial steps on the journey

The relevant objectives and actions outlined in this strategy [have been] developed into specific documents which will be integrated into the University's emerging long-term policy development process.

These documents – which are currently in preparation and will be brought forward for consideration by CMG in January 2010 – include the following:

- Climate Action Plan
- Sustainable Procurement Action Plan [NB a first draft outline is attached at Annex A]
- Quality People Plan
- Community Engagement Action Plan

These will be complemented by the Estates Strategy 2010-20 which is also in parallel development and will be brought to subsequent meetings of CMG and Court.

This means... taking ever more seriously our commitments as a socially responsible organisation (p2)

We aim to... equip staff to realise their full potential as direct contributors to the success of the University (p17)

...deliver efficient and timely services that are customer-focused and of world class quality (p18)

...provide a modern, efficient and stimulating working and learning environment to sustain world-class academic and support activities (p21)

...embed equality, diversity, sustainability and social responsibility as fundamental principles, and assist all staff and students to realise their full potential (p31)

Strategic Plan 2008-2012

The journey ahead

Our journey towards 2020 and beyond will be evolutionary as we build on a wealth of existing expertise and achievement. We are however determined to act promptly and decisively to maximise the opportunities, anticipate future developments and maintain our world class status in a rapidly changing world. *Choosing Our Futures* sets out our aspirations, our direction and our initial steps on this journey.

The attached Social Responsibility and Sustainability Action Plan⁵ expands on the smart objectives and highlights priorities for the immediate future. This will be reviewed annually as these commitments are progressively embedded within the University's annual planning and resource allocation process and incorporated as appropriate in future University Strategic Plans.

In this initial stage – until the approach and commitments set out in this strategy are firmly embedded within the University's annual planning and resource allocation process – progress will be monitored by and reported annually to Sustainability and Environmental Advisory Group and incorporated into the Planning and Resource process under the guidance of CMG. Following the approach set out above, our priorities at this stage are to:

- Ensure that the University's commitments and approach set out in this strategy are embedded promptly and appropriately in all strategies and policies that are currently under review or in development.
- Support staff effectively as they put this strategy and accompanying action plan into place.
- Communicate effectively, internally and externally, our current expertise, opportunities, activity and achievements related to social responsibility, sustainability and the global challenges – including progress in the implementation of this strategy itself.

⁵ This will be drafted following University-wide consultation on this strategy in November / December 2009 and appended to proposed final draft to be reviewed by CMG 20 January 2010, before transmission to F&GPC and the meeting of the University Court on 15 Feb 2010.

Annex A – Towards a Draft Sustainable Procurement Action Plan for the University

This paper informs Central Management Group of the recent publication by the Scottish Government of its Sustainable Procurement Action Plan⁷ (SSPAP). The plan applies to the whole of the public sector in Scotland including Universities and Colleges albeit each body is expected to develop its own specific plan based on its current position, and using this document as a template for actions and timings applicable to its own circumstances. As can be seen the plan indicates deadlines from Nov 2009 to Dec 2010 as targets for the Government's own procurement services to action.

The University has long aimed for sustainable procurement actions, with professional advisors assisting colleagues to look at whole life costing, equality in procurement for external services, being a Fairtrade University and with specialist advice from sustainability office within Estates and Buildings. These activities are already linked into the Sustainability and Environmental Advisory Group chaired by Prof Mary Bownes, and the Operations Group (covering utilities and other operational sustainability matters) convened by the Director of Corporate Services. The University is therefore well placed to deliver its procurement sustainability plans and actions in line with the SSPAP deadlines. The SSPAP looks for each organisation to appoint a senior management executive champion of sustainable procurement. It is proposed that Nigel Paul, Director of Corporate Services, takes on this role. CMG support for this proposal is sought.

Background

Procurement is “*the acquisition, whether under formal contract or otherwise, of goods, services and works from third parties*”⁶. Sustainable procurement is “a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis and generates benefits not only to the organisation, but also to society, the economy and the environment”⁷ as is required by the University Strategic Plan and our “Choosing our Futures” Strategy.

In undertaking its role, the University's procurement organisation has for many years taken seriously not just value for money but long term considerations such as equality, diversity, sustainability and social responsibility, and good customer and supplier relationships. It offers quality people and quality services to support the University in achieving its goals of excellence in learning & teaching, research, commercialisation and knowledge exchange. We should aspire to provide a ‘superior’ procurement service as a global university⁸.

The University of Edinburgh is mainly publicly funded and therefore is required to be compliant with European Union and Scots [Law obligations](#)⁹ on public procurement⁶. The University is regarded as a single organisation for Procurement Law, and hence there is an increasing danger that whilst individual areas may want to undertake their own buying for certain goods, the aggregation of multiple small procurements may mean that the University fails to comply with European legislation, and lays itself open to increasingly penal remedies – the new Remedies Directive coming into force in December 2009. The University will therefore have to put in place mechanisms to ensure that there is coordination of procurement across different parts of the University to ensure that procurement law is not breached. The Director of Corporate Services and Director of Procurement will assess how best this can be achieved. CMG is asked to note this.

The University Court¹⁰, has adopted the [Scottish Procurement Policy Handbook](#)⁶ which provides the fundamental rules, behaviours and standards applicable to all public procurement activity in Scotland, and decided that the University will operate to common processes, thresholds and guidance, as published in the Scottish universities' and colleges' [Procurement Manual](#)¹¹.

Monitoring of procurement takes place using national best practice indicators for procurement in Scotland¹². The benefits to the University from professional and collaborative procurement in 2008/9 were £10.9m.

N A L Paul and K Bowman, 10 November 2009

⁶ University Procurement Policy On the Procurement Office web [Procurement Policy Handbook](#) or www.scotland.gov.uk/Publications/2008/12/23151017/0

⁷ Scottish Sustainable Procurement Action Plan <http://www.scotland.gov.uk/Publications/2009/10/sspap>

⁸ ‘superior’ as in McClelland Review of Public Procurement in Scotland (2006) and as assessed against public sector criteria in the Procurement Capability Assessment <http://www.scotland.gov.uk/Publications/2009/07/15145121/4>

⁹ Public Contracts Scotland Regulations <http://www.opsi.gov.uk/legislation/scotland/ssi2006/20060001.htm>

¹⁰ Court Minute

¹¹ University Procurement Manual on Procurement Office web [Procurement Manual](#) www.apuc-scot.ac.uk/sector.htm

¹² Best Practice Indicators for procurement <http://www.scotland.gov.uk/Publications/2008/05/28133348/5>

Draft Strategy for CMG's consideration 18 November before formal University-wide consultation

Annex B Sustainability & Environmental Advisory Group SRS Strategy Meetings

Draft SRS Strategy circulated widely to HoCs, HoSs and many others for comment Nov09

Workshop 1 – Climate Action Opportunities: Th 1 Oct 09– 9:30-1.00 pm

Objective of Practical Opportunities Workshop – attended by 35 in Informatics Forum:

– To engage the University community to:-

- Identify practical opportunities for energy efficiency / carbon reduction projects to run to 2020.
- Identify and prioritise a list of projects for the University's Climate Action Plan to 2020.
- Share experience, expertise and ideas in order to deliver real behavioural change.

Workshop 2 – Social Responsibility Visioning: Th 1 Oct 09 -1.00 – 4.00 pm

Objective of Strategy Workshop – attended by 25 in Informatics Forum:

- To provide an opportunity for all colleagues to share ideas about how best the University could
- respond to the enormous challenges facing developed and developing world.
- To discuss how best our University could change to meet expectations.
- To discuss how we could each contribute through intellectual endeavour and research leadership.
- To evolve a Social Responsibility, Sustainability (SRS) and Climate Change Action Plan that would challenge and empower each individual to take responsibility for their behaviour.

Workshop 3 – Transition Edinburgh University: Th 1 Oct 09 - 6.30 – 9pm

Objective of Student / Staff event – attended by 150 in Teviot Debating Hall

- Share ideas for low carbon action research projects
- Meet the people to help make those ideas a reality!
- Hear the latest on Climate Change & Peak Oil
- Learn about your carbon footprint & University's
- Contribute to projects to transform our community

Draft SRS Strategy circulated widely to HoCs, HoSs and many others for comment Sept09

Strategic Workshop: Social Responsibility, Sustainability & Climate Change

Tues 12 May 09 – 9am – Noon

Objective of Workshop – attended by 30 senior academic and support managers

Build on several key themes in the University's Strategic Plan 2008 – 12 and the Universities & Colleges Climate Commitment adopted by Court on 15 December 08 and will respond to risks identified by gap analysis for the Universities that Count benchmarking exercise.

Workshop: Responding to the Sustainability Agenda: Special SEAG mtg

Th 12 June 08 – 8:30am-1pm

Objective of meeting – To set SEAG's Agenda for the coming year.

CMG reviewed the membership of the Sustainability and Environmental Advisory Group (SEAG) and approved an extended remit embracing wider issues of University's Corporate Social Responsibility (CSR). The wider business context of CSR to be investigated and its application in the HE setting – with emphasis on the tools & processes required to introduce and establish strategic direction for the University:

- As a 400-year old institution where should we be headed?
- Are we likely to be running beyond our means in a few decades' time?
- How can we show the wider civic society that we provide value for money and earn stakeholders' trust?

These are some of the issues we shall be discussing – alongside absolutely practical issues like ensuring compliance with environmental legislation, how we should be tackling the challenge of Climate Change and addressing Education for Sustainable Development. The aim is to set SEAG' Agenda for the coming year.



The University of Edinburgh

Central Management Group

18 November 2009

Quarterly Health and Safety Report: (July – September 2009)

Brief description of the paper

This paper presents information on accident/ incident statistics which have occurred during the quarterly period **July to September 2009**.

8 incidents which were Reportable to the Enforcing Authorities are summarised. **4** injuries led to more than 3 days absence from work; **4** 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) Aon partnership audit programmes (3) First Aid Regulations and guidance (4) HSE input on slips, trips and falls (5) Health and Safety www site (6) CHASTE Project Annual Report to Scottish Funding Council

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,
6 November 2009

Freedom of information

Can this paper be included in open business? Yes

Health and Safety Quarterly Report 2008/2009

Quarterly reporting period: 1st July 2009 – 30th September 2009

Accidents and Incidents

Type of Accident/Incident	Qtr 1 Jul '09 – 30 Sept '09	Qtr 1 Jul '08 – 30 Sept '08	Year to Date 1 Oct '08 – 30 Sept '09	Year to Date 1 Oct '07 – 30 Sept '08
Fatality	0	0	0	0
Specified Major Injury	0	0	2	2
> 3 day Absence	4	3	21	24
Public to Hospital	4	8	13	14
Reportable Dangerous Occurrences	0	0	0	0
Total Reportable Accidents / Incidents	8	12	36	40
Total Non-Reportable Accidents / Incidents	69	102	351	375
Total Accidents / Incidents	77	114	387	415

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

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

- Employee allegedly injured his hand whilst handling rubbish bags in June. Whilst hoovering in July, the IP noted his hand was sore and was subsequently absent. (>3 day injury).
- Postgraduate received a needlestick injury whilst re-sheathing a needle. He attended hospital as a precaution. IP had received full training on not re-sheathing needles with posters and signs displayed prominently in the lab to re-enforce this issue. (*Public to Hospital*).
- Employee was lifting a table on her own and injured her back in the process. Task re-defined as two person lift. Dispute between employee and manager over appropriateness of original risk assessment; employee had been offered but had not attended manual handling training. (>3 day injury).
- Employee dropped a part of a rack onto his foot which struck just above the steel toecap. IP was carrying out a routine procedure, for which he had been fully instructed, and had received manual handling training. (>3 day injury).
- Employee rolled a boulder onto his finger whilst trying to manoeuvre it into the bucket of a mini digger, sustaining a cut which required stitches. Lifting operation re-designed and refresher manual handling training applied. (>3 day injury).
- Visitor fell down last few stairs of an internal staircase, sustaining cuts and bruising. Attended hospital as a precaution. Door mat had been on the floor but was not able to fully prevent others from walking in water on a particularly wet day. (*Public to Hospital*).
- Visitor tripped over a proud bollard cap, bollard had been removed for access earlier. Sustained grazed knee and sore wrist. Attended hospital as a precaution. Bollard cap to be levelled or highlighted. (*Public to Hospital*).
- Postgraduate cut his finger with a Stanley knife and received 5 stitches. Activity now to be undertaken using scissors or other suitable tool. (*Public to Hospital*).

Other Issues and Developments

Pandemic Flu Preparedness

Papers have recently been submitted to Risk Management Committee, CMG and Health and Safety Committee summarising events from April to mid-October 2009, the University's internal structures and systems set up to deal with this public health issue, and our links with Lothian Health Public Health and with the Scottish Government.

Our preparedness planning continues to evolve, taking account of the developing pandemic situation, as we move into the most effective phase of infection control – the national H1N1 swine flu vaccination programme.

Monitoring of ill health in both the staff and student populations continues, and we remain vigilant to meet any significant changes in the nature of the pandemic. It appears increasingly unlikely that the University's anti-viral strategy will now require to be mobilised; initial discussions have taken place with the Lothian Health Public Health team, regarding the re-deployment of the University's anti-viral stock by the NHS, to ensure that our stocks do not run out of shelf life. This re-deployment will likely need to be covered by a Memorandum of Understanding between the University and Lothian Health.

Aon Partnership Audit Programmes

The pandemic flu desk top exercise programme has now been completed, and a Report on this partnership project has been received from Aon. The programme has served not only to raise awareness of the need for pandemic preparedness planning at School level and below, but has also been valuable in raising awareness in the area of business continuity management (BCM) in general. Discussions have taken place with Aon on the best means of building upon that platform, to help further embed BCM within the University's structures, systems and culture.

Phase Two of the current Health and Safety Management and Compliance Audit cycle is about to commence, and is scheduled to run until July 2011. These audits will follow up on the previous Management Audit of School or Support Unit, to verify whether the structures and systems described during Phase One translate into reality "at the coal face" in places of work and study.

The Audit programmes will be completed by the implementation, for the first time, of a Corporate Health and Safety Management Audit, which will comprise a systematic review of the University's corporate health and safety management systems, including examining routes of information and guidance flow to the Senior Management Team, Court, and CMG.

First Aid Regulations and Guidance

The potential impact of changes to First Aid legislation and guidance on the University has been analysed. The primary objective in implementing the required changes to our own internal and external training programmes is to maintain our reputation as a top class first aid training provider, whilst HSE guidance increases the burden on diminishing administrative resources.

First Aid Regulations and Guidance (cont.)

The key area for consideration is the strong guidance from HSE on the provision of annual refresher courses – an entirely new element which has been added to the familiar three year training/re-training cycle for first aiders. Various alternative approaches to coping with this additional resource burden have been considered, and a viable way forward has been agreed by Health and Safety Committee.

HSE Input on Slips, Trips and Falls

The University's H&S Training and Audit Co-ordinator attended a workshop provided by HSE's specialist unit on the prevention of slips, trips and falls; this workshop was followed up by a visit in August 2009 from two HSE specialists, who were seeking to identify case studies which demonstrated the impact of their workshop programme.

During a presentation to, and detailed discussions with, HSE's specialists it was emphasised that much of our work on prevention in this area was progressing anyway, though HSE's "Shattered Lives" campaign helped to add fresh impetus. The HSE specialists were shown around the new JMC refectory and kitchen area, and the new John Burnett residence block at Pollock Halls, where they professed themselves most impressed with the anti-slip measures in place, both in terms of surfaces and footwear.

Health and Safety Website

The Health and Safety Department website continues to provide a valuable source of health and safety information accessible to the majority of University staff and students, and indeed to the wider community. In common with other University sites the Health and Safety Department website is in the process of being updated to take advantage of the new polopoly software.

The site is a large and ever expanding multi-discipline site and in order to improve navigation, the decision has been taken to create a number of sub-sites which will pull together all topic-specific information into one place, within the main Health and Safety site. These sub-sites will include Fire Safety, Radiation Safety, Biological Safety and Occupational Health.

CHASTE II Annual Report

The CHASTE Project's first annual report on the second phase of the Project (CHASTE II) was submitted to the Scottish Funding Council (SFC) on 1st October 2009. The SFC has pronounced itself happy with this report on progress with the project, which is funded until May 2011.

Alastair Reid
Director of Health and Safety
9th November 2009

Accidents & Incidents

Quarterly period: 01/07/2009 – 30/09/2009

Year to Date Period: 01/10/2008 – 30/09/2009

(Fourth 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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	24	1	24
Science & Engineering	-	-	-	-	-	3	1	2	-	-	-	-	1	5	10	74	11	79	
Medicine & Veterinary Med.	-	-	-	1	1	3	1	6	-	-	-	-	2	10	20	106	22	116	
SASG	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	5	1	5	
Corporate Services Group	-	-	-	1	2	14	2	5	-	-	-	-	4	20	33	132	37	152	
ISG	-	-	-	-	1	1	-	-	-	-	-	-	1	1	4	10	5	11	
Other Units	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	0	0	0	
UNIVERSITY	-	-	-	2	4	21	4	13	-	-	-	-	8	36	69	351	77	387	

* Units noted below taken from organisational hierarchy report 09/10 - 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

18 November 2009

Report from the Space Management Group

Brief description of the paper

This paper reports on discussion at the Space Management Group held on 5 November 2009.

Action requested

CMG is invited to note the report and:

Endorse the proposed NPRAS rates to be applied for the 2010/11 financial year but with some flexibility for the utilities element.

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

John Leishman and Angela Lewthwaite, Committee and Administration 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 Vice-Principal April McMahon met on 5 November 2009. The following papers were discussed.

1 **New Planning and Resource Allocation System (NPRAS) Adjusted rates for New Buildings 2010/2011**

The paper provided an update on the revised NPRAS rates (including mothballed rates), to be implemented in 2010/2011 in relation to the Devolution of Utilities project.

NPRAS rates for highly and moderately serviced areas for 09/10 are £117.5 and £94 respectively. The adjusted rates (including utilities element for 2010/11) are directly comparable. The reductions in the 2010/11 rates reflect that tender prices are forecast to continue to be depressed over the next year, which will effectively lower the maintenance element of the charge. They also take account of the fact that Utility costs were at a high in 08/09 and the market forecast indicates a reduction from this high in 2010/11.

As there is still some uncertainty about the go live date for the devolution of Utility budgets, the NPRAS rates have been calculated including and excluding Utilities. The rates to be applied to 2010/2011 budgets, as per previous years, are set for the Moderately serviced and Highly serviced buildings which make up the majority of the Estates. These are as follows:-

	NPRAS rate including utilities		NPRAS rates excluding utilities	
	2009/2010	2010/2011	2009/2010	2010/2011
Highly Serviced	£117.50 per m2	£103.20 per m2	N/A	£76.35 per m2
Moderately Serviced	£94.00 per m2	£80.72 per m2	N/A	£64.17 per m2
	MOTHBALLED rate incl utilities		MOTHBALLED rate excl utilities	
Highly Serviced	£88.00 per m2	£82.00 per m2	N/A	£72.00 per m2
Moderately Serviced	£74.00 per m2	£67.00 per m2	N/A	£60.00 per m2

The utilities element within these rates are forecast using current market predictions and as this is a volatile market it is requested that the above rates are approved but the Utilities element left flexible to the last possible moment prior to the Planning and budgeting process for 2010/11

CMG is invited to endorse the proposed NPRAS rates to be applied for the 2010/11 financial year but with some flexibility for the Utilities element.

2 **Academic Timetabling**

The Group noted that the Dean of Learning and Teaching in the College of Science & Engineering had agreed to take on the academic lead for the project for 2009-10.

The Vice-Principal Planning, Resources and Research Policy Contingency Fund would resource 40% each of a Project Officer and a Project Manager, for six months each. Information Services would pay for some consultancy involvement by Valuta. A bid for Phase 2 would be made via the planning round in Winter 2010 for 2011-12.

3 **Learning & Teaching Spaces Advisory Group (LTSAG)**

The objective of LTSAG is to develop spaces, meeting formal teaching and informal learning requirements including multi-function space that are well used throughout the day and into the evening.

The Group **noted** the following issues/comments from the LTSAG sub-group meeting held on

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

The plan to run a prize competition to elicit ideas from students for development of informal learning spaces (using photographs of spaces, sketches, descriptions) had been well received. It would be run jointly with EUSA and launched early in the next semester, aiming to have results before the end of the academic year. This, together with the project to have all School-owned teaching spaces booked via the EBIS software, will provide a clearer overall view of the learning and teaching estate, highlighting opportunities to create informal study areas and generally to improve the ways this space is utilised.

Immediate plans to make more centrally booked rooms available for informal study use have been restricted by the intensity of conventional class bookings. The limited availability of well-located rooms at popular times has meant that there has been little uptake of the existing scheme (although the need for better advertising of the MyEd booking system may also be having an effect). Consequently the work to develop policy on “study-led” rooms (with eating and drinking permitted during informal use) has been given slightly lower priority, though still considered very important.

Consultation with LTSAG in relation to learning and teaching spaces is now built into the guidance on project briefing and design for future new builds or major refurbishment projects. For example, engagement is beginning with the Edinburgh Climate Change Centre project as it gets underway.

4 **Room Booking Update**

Increase in numbers of Booking Request 2009-2010

The increase in student numbers both at undergraduate and postgraduate level placed considerable strain on the Booking Unit this year. This led to some schools having to revisit their requests very late in the day and even into the start of the semester. The Booking Unit delayed confirmation of single event bookings until the number of postgraduate students became clear. It transpired that there were no problems, and little manipulation of bookings was needed to cater for larger than expected enrolment of postgraduate students.

Requests have increased significantly, especially in the central area (2801 in 2007/08, 2943 in 2008/09 and 3161 in 2009/10). This is due to a larger student intake, the fact that classes are not capped, and the movement of courses into George Square from other campuses.

It also appears that many Schools have made greater calls on central space rather than using their own rooms. One example is the Department of European Languages and Cultures, where many bookings had to be changed in the first weeks of the Semester because of the significant rise in service teaching (30-50%).

There continues to be an element of uncertainty, and therefore risk for business continuity, about the final outcome and without the continued use of Forresthill, for example, the Booking Unit would not be able to meet the demand. The risk factor underscores the need to make progress with the timetable project so that proper scenario planning in terms of numbers and new courses can be undertaken.

Room Bookings is currently meeting some Schools in an attempt to help them fully understand the booking and late cancellation processes. This will hopefully make the next year’s booking process smoother and easier for all concerned.

LT 183, Old College

Many law classes have outgrown LT 183 (seats 188) which has added to the pressure on the lecture theatres

in George Square. Room Bookings has also received many complaints about the standard of this room from staff and students, especially with regard to capacity. Discussions with Law about this space will be held in the near future with a group of colleagues and the Convener of LTSAG. It should be noted that any alternative configuration would have implications for Room Bookings and this would need to be carefully evaluated. There are also some possible building restrictions due to the historic nature of the building.

George Square Lecture Theatre (GSLT)

The George Square Lecture Theatre is close to reaching its capacity as many classes have outgrown the 350-seat capacity in the David Hume Lecture Theatre A. There are also several classes that have 450 students (only 23 below total capacity of the GSLT) and further increase beyond the capacity would be problematic and alternative modes of delivery would have to be considered.

Growth in tutorial class sizes

Tutorial class sizes seem to be increasing, with Room Bookings noting an increase in the number of tutorials in the 20-25 range. If this trend continues, it could mean that some of the smaller rooms may have lower utilisation.

Positive Feedback

We have received a number of positive comments from staff who have been using the re-developed Charteris Land in the Holyrood Campus. Similar feedback has been received about Level 2 in Appleton Tower, especially by classes using the high quality playback facilities in rooms 2.12 and 2.14.

Negative Feedback

With more classes from George Square being accommodated on the Holyrood Campus we have had feedback stating that getting to and from classes is causing difficulties for staff and students.

Room Utilisation Survey

An in-house room utilisation survey was undertaken during weeks 3 and 4 of semester. All centrally bookable rooms at King's Buildings were surveyed during week 3 together with the rooms in many of the large Central Area buildings such as the David Hume Tower and Appleton Tower. Rooms in Buccleuch Place were surveyed during week 4 as were Holyrood rooms. In the latter case, this was a time when the majority of education students were on campus.

The results will be available for the spring meeting of the Group.

Local rooms roll into the Estates and Buildings Information System (EBIS)

A communication dated 23 July 2009 was distributed to Heads and Schools and Colleges about the initiative to roll school controlled rooms into EBIS. The immediate pressure for the Booking Unit over the summer months was to deliver the outcome for the 09-10 allocation process and now that this has settled, discussions have started with SMG representatives from the College of Humanities and Social Science and Science and Engineering about how to include these rooms. Once that has been agreed local staff will be trained in the EBIS system. It is hoped that the rooms in these two colleges will be included by the year end and then the priority will be to include teaching rooms in the College of Medicine and Veterinary Medicine. We will then explore scope for extending the project to include laboratories and other meeting space.

5 Space audit updates to reflect occupancy at October 2009

All summary reports from this year's space audit have been circulated. Current focus is on the annual assessment of the NPRAS space transactions to identify any potential increase / decrease of space at College/Support group level.

It is anticipated that these figures will be distributed mid-November with meetings thereafter to agree the detail. Submission to the Planning Section for budgetary adjustments is therefore expected to be in place in December.

SMG noted other ongoing work; Accommodation drawings/room data; updating of the electronic Health & Safety records for maintenance purposes and the addition of fire/water records to the database.

A lunchtime seminar for Estates & Buildings colleagues, on Space management will take place on Tuesday 24th November. Thereafter, the seminar will be cascaded to College and Support group staff, in the New Year, with dates to be agreed at KB, Central and Little France.

SMG noted the Space Managers involvement with the Scottish Universities Space Management Group, chaired by Marianne Kenley from Dundee University. Current topics of discussion included KPI's, space norms, design guidelines, model for the affordable estate: This group would meet again early next year; a summary of the discussions will be presented to SMG.

6 Colleges and Support Group Space Rationalisation Reports (Updates include storage)

The Group noted the reports, in particular the FTE UG/PG student figures which were deemed beneficial to evaluate the growth of the University's estate and inform the Estates Strategy update.

7 Estates Strategy 2010-2020

The Group **noted** the progress.

8 EMS Trends - Sector comparisons

The Group noted the paper which contained 3-years' worth of data abstracted from the 2009 EMS Report period from 2005-06 to 2007-08 (latest data set). Data was provided for both Edinburgh and Glasgow, together with three selected peer group metrics for (i) the entire sector, (ii) the Scottish sector and (iii) the Russell Group (all 20 included).

The University's own performance over time is continuing to improve across most of the KPIs. The effect of our sustained capital and maintenance investment in the estate is now evident. The ratio of maintenance and capital costs to insurance replacement value has increased significantly against the Russell Group mean where our University is now 10% greater, compared to 25% less reported in 2006.

Building condition percentage at categories A and B is showing 8% greater than the Russell Group mean compared to 5% less reported in 2006. In terms of Energy consumption and emissions, the University has significantly improved its results across these measures and this reflects the implementation of sound energy management strategies, eg. CHP installation and Switch and Save campaign. However, the income/space indicator showed that the University continues to lag behind peers, this highlighted the importance of ongoing endeavours on space management and capacity for income growth.

Maureen Masson, Business Manager, and
Angela Lewthwaite, Administrator and Committee Officer
Estates and Buildings - 10 November 2009



The University of Edinburgh

Central Management Group

18 November 2009

University Research Ethics Committee

Brief description of the paper

This paper requests approval from CMG for proposed new arrangements for the consideration of business that has hitherto been dealt with by the University Research Ethics Committee.

Action requested

For approval

Resource implications

Does the paper have resource implications? No

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 Professor April McMahon, Vice Principal Planning, Resources & Research Policy

Originator of the paper

Jane McCloskey
Secretary to the University Research Ethics Committee
4 November 2009

University Research Ethics Committee – Proposed Future Arrangements

Background

1. The University Research Ethics Committee (UREC) was established by CMG in July 2003. This followed the introduction of the devolved governance structure at the University, whereby research strategy and policy was largely devolved to the individual Colleges. The subsequent lack of any central University research committee led to the decision to establish a Research Ethics Committee which would have general oversight of research-related ethical issues at the University.

University Research Ethics Committee

2. Since 2003 the Research Ethics Committee has met 1-2 times per year depending on the level of business to be considered. The most recent meeting was in April 2009 and was Vice Principal Professor van Heyningen's last meeting as Convenor before his retirement. The Committee has a narrow remit which is largely concerned with developing policy and general guidance for Colleges and Schools on ethical issues arising from non-medical research involving human participants. Its principal responsibility is oversight of research related ethical issues and to ensure that appropriate measures are in place in Colleges and Schools to encourage best practice. To that end, it receives biennial reports from each College and from the Student Survey Ethics Committee. The Committee does not otherwise generally have a great deal of business to consider, but other issues which have been discussed include: responses to relevant Research Council communications and consultations; College ethics frameworks; and student representation on School and College ethics committees.

University Research Policy Group

3. In May 2008 the Court approved the addition of 'Research Policy' to the remit of the Vice Principal Planning and Resources. As the first incumbent in that role, Vice Principal Professor Steve Chapman convened a Research Policy Group to facilitate a more co-ordinated approach to research policy and strategy across the University. Membership of that Group comprises College Research Deans/Directors, ERI Head of Research Support & Development, and the Director of Planning.

Proposed Future Arrangements

4. There is significant overlap between the remit of the Research Ethics Committee and the wider remit of the Research Policy Group, as well as between the convenorship and membership of both. This being the case, it no longer seems necessary or efficient for the University to continue to have a separate Research Ethics Committee.

4.1 It is therefore proposed that the remit of the Research Ethics Committee be incorporated into that of the Research Policy Group. At 1/2 meetings per year of the Research Policy Group a section of the agenda would be given over to discussion of matters relating to research ethics. Those colleagues who would normally participate in Research Ethics Committee meetings and who are not members of the Research Policy Group would be invited to attend for those discussions. This would include the University Records Manager, a EUSA representative, the Convenor of the Student Survey Ethics Committee, and the current University Court representative to the Research Ethics Committee. Additional expert members could be co-opted for specific meetings to advise on particular matters if required. Colleges and the Student Survey Ethics Committee would continue to be required to submit biennial progress reports for consideration by the Research Policy Group.

It is thus recommended to CMG that University Research Ethics Committee should cease to exist as a separate Committee, and that its remit and responsibilities should be subsumed into that of the recently established Research Policy Group.



The University of Edinburgh

Central Management Group

18 November 2009

Fees Strategy Group: note of meeting 10 November 2009

Brief description of the paper

Note of the meeting of the Fees Strategy Group 10 November 2009.

Action requested

Approve recommendations as set out at items 2.1, 4, 5, 7, 9 and appendix 1.

Resource implications

Does the paper have resource implications? Yes
The paper deals with issues of fee setting and rents.

Risk assessment

Does the paper include a risk analysis? No

Equality and diversity

Does the paper have equality and diversity implications? Yes
Equality and diversity issues are considered as part of the ongoing monitoring of fee levels by the Fees Strategy Group.

Freedom of information

Can this paper be included in open business? Yes

Any other relevant information

To be presented by Professor April McMahon, Convenor of the Fees Strategy Group

Originator of the paper

Susie Rice
Governance and Strategic Planning
11 November 2009

Fees Strategy Group

Note of the meeting of Tuesday 10 November 2009

Present:

Professor A McMahon (Convenor), J Cavani, A Cornish, L Golightly, J Gorringe, F Gribben, R Kington (until item 5), E Beswick (in place of T Graham), R Watt, D B Nelson

Apologies:

S Hillier, N Paul

In attendance:

R Lawrie, H Stocks

Secretary: S Rice

1 Note of the meeting of 17 March 2009 Paper A

The note was approved as an accurate record of the meeting.

2 Matters arising Paper B

2.1 Home and Away fees for PGR students

The Group were presented with a brief update on this issue from the last meeting. The policy entitles overseas PGR students who study away from the University for periods of 12 months or more to a reduced fee for the period of time they are away. At that meeting it had been decided to ask the PG admin forum for their views and to consider the implications of removing the policy. The paper reported back that the PG Admin Forum had discussed the issue and agreed that the scheme should be abolished, with the proviso that students already accepted are permitted to continue.

The Group agreed to endorse this view and recommend to CMG that the 'Home and Away' scheme should be abolished for new students.

There were no other matters arising.

3 Review of recruitment trends following fee rate increases in 2009/10 Paper C

The Group were presented with a paper providing the latest information on recruitment in light of the fee rate changes for this year. It was noted that many factors affect student recruitment, including fee levels.

The paper showed increased matriculations across the board. The Group noted that the paper gave qualified good news, and that fee increases had not depressed student demand, giving comfort that fee rates are set at the right level.

4 Student rents for 2010/11 and indicative increases for 2011/12 and 2012/13 **Paper D**

The Group discussed a paper setting out rent proposals for 2010/11, and indicative increases for 2011/12 and 2012/13.

Accommodation Services aim in the proposals to keep down rents on certain properties to keep accommodation affordable for students. It was noted that the position in future years depended on major costs, such as utilities.

The EUSA representative at the meeting welcomed the proposals, adding that it was particularly good to have a range of rents for students.

There were concerns, however, that the assumptions on the cross-subsidy from commercial surpluses to student rents were inflated by 3% in 2011/12 and 2012/13 against a background of lower inflation levels.

The Group agreed to recommend the proposals to CMG for approval, and noted the indicative increases for 2011 /12 and 2012/13. This will be presented to CMG in a separate paper.

The Group also agreed that the cross-subsidy issue should be re-examined for future years.

Action: Director of Accommodation Services and Director of Finance.

In future, this paper should also be seen by the Director of Finance before coming to FSG.

Action: Director of Accommodation Services.

5 Continuation fees and fees for UG students not undertaking full-time study **Paper E**

The Group received proposals for continuation fees and fees for UG students not undertaking full-time study.

Continuation fees are currently charged on a quarterly basis. It was proposed that this be reviewed and that continuation fees are charged pro rata for the full period of the approved extension.

The Group agreed this was sensible and fairer to students, and was reassured that it would not be administratively cumbersome to charge by the day.

The Group agreed to recommend to CMG that from 2010/11 the annual continuation fees should be charged pro rata for the full period of the approved extension, rather than quarterly.

Fees are currently charged to undergraduate students not undertaking full-time study in units of 20 credits for students taking up to 80 credits. It was proposed that this be reviewed and that fees are charged pro rata to the appropriate full-time tuition fee. Students

undertaking more than 80 credits are charged the full year fee.

This was welcomed by the EUSA representative, and the Group agreed that this change in policy was sensible.

The Group agreed to recommend to CMG that from session 2010/11 undergraduate Home/EU students should be charged for credits taken pro rata to the appropriate full-time programme tuition fee up to 80 credits, and then the full year fee be charged for those in excess of 80 credits. This would also be applied to those who are required to pay the overseas/high cost rate of tuition fee.

6 Report on fee concessions (2008/09) Paper F

This paper reported on the tuition fee concessions made during 2008/09 and the reasons for the reduction in fees collected.

The Group noted the report, and noted that the concessions represented a very small proportion of the University's total fees.

The Group agreed it should be an annual report.

Action: Secretary

7 Report on fee discount schemes (2008/09) Paper G

This paper reported on the discounts offered on tuition fees during 2008/09.

It was agreed that this paper provided useful background to the next agenda item. Many of the discount schemes were intended to benefit the University, and others aim to maintain links with prestigious bodies.

It was noted that the discounts represent a loss of potential income to the University. There were also concerns that discounts were not always linked to a volume condition (where a certain number of students have to be delivered before the concession applies).

The Group thought that this list should not be added to (particularly not without volume conditions), but that they did not want to necessarily upset historical agreements.

The Group agreed to recommend to CMG that any new agreements of this type should come to FSG before they are agreed.

The Group thought this should become an annual report. The Group also asked that a report on the Graduate Discount Scheme be brought to the next meeting.

Action: Secretary

8 Agreement with the Iranian Embassy Paper H

The Group were presented with a paper outlining an agreement with

the Iranian Embassy which requires renewal each year.

The agreement offers the University the opportunity to recruit PGT and PGR students receiving full government funding from the Iranian Government, giving such PhD students a 15% graduate fellowship fee reduction, and PGT students a 10% fellowship fee reduction. In addition, if 10 or more new PhD students enrol in one academic year the university will offer each of the new sponsored students a 20% graduate fellowship reduction for their entire academic programme.

The Group noted that this agreement appeared to have already been signed for the current year. They also noted that it concerned a small number of students, and that for future years, this volume should be explored, along with the question of where the shortfall in tuition fee income is made up.

The Group agreed that the Convenor, Director of Planning and the Head of Scholarships and Student Finance should speak to the International Office about these issues, and to suggest that a representative of the office should attend future meetings of FSG if the VP International was unable to attend.

Action: Convenor

9 Outstanding fee proposals for 2010/11

Paper I

The Group considered a paper which proposed fees for outstanding programmes for 2010/11.

College of Humanities and Social Science:

Fees for several programmes were proposed, including for the Business School. It was noted that the proposals from the Business School showed them moving away from having the same home/EU and overseas fee rates for at least some programmes.

The Group also considered a proposal from the Business School to offer up to 10 places on the full-time MBA at a discounted fee rate (fee spine point 5, £11,750). This would use up spare capacity rather than prevent recruitment of full fee students, and might offer social marketing through offering places to local people who were being made redundant.

Discussion on this proposal included the potential long term consequences of such a move, the general cohort size of the MBA programme, and the potential PR benefit to the university of such a scheme.

The Group agreed that this should be presented as scholarships rather than a discounted fee. They therefore agreed to recommend to CMG that this proposal be turned down, but with feedback to the Head of School that this might work as a scholarship programme. The Head of School should also ensure that any marginal income obtained through such a scheme should not be cancelled out by additional costs for the School.

The Group agreed to recommend the other proposed fees from CHSS to CMG for approval, noting that the parliamentary programme fee should be rounded to the nearest £50. These can be found at appendix 1 in an extract from the FSG paper.

It was also noted that some fee rates might still be outstanding from the College: Applied Psychology (overseas) and Accelerated LLB.

Action: CHSS College Registrar

College of Science and Engineering:

The Group agreed to recommend the proposed fees from CSE to CMG for approval. These can be found at appendix 1 in an extract from the FSG paper.

College of Medicine and Veterinary Medicine:

The Group noted that the strategy for the Vet School's fees had already been approved.

The Group agreed to recommend the proposed fees from CMVM to CMG for approval. These can be found at appendix 1 in an extract from the FSG paper.

10 Any other business

The EUSA representative raised an issue concerning perceived value for money for PGT students. Some students were concerned about how their fees were spent, particularly where they had to purchase course materials such as textbooks on top of the fee, or felt that library resources for their programme were insufficient.

The Group suggested that this should be raised with the individual colleges, and with the Assistant Principal with responsibility for PG students. The HSS College Registrar will also raise the issue with the Chair of the College Library Committee.

Action: E Beswick and CHSS College Registrar.

Fee setting in the Office of Lifelong Learning and for CPD courses was also raised as an issue the Group should explore. It was agreed that a report on this should be brought to the next meeting of the Group.

Action: Secretary

It was also noted that the Managed Migration Working Group were proposing that single offer letters to overseas students detailing both English language tuition and degree programme should be introduced. These letters would include a combined tuition fee. The Group agreed to keep up to date with this as it develops.

Action: CSE Registrar

11 Date of next meeting

The next meeting will be held in March 2010, on a date to be agreed.

Appendix 1

College of Humanities and Social Science

Programme	Home/EU or overseas	Proposed increase/fee	Comments (if applicable)
Scottish Qualification in Headship	Home/EU	5%	
Applied Psychology (healthcare)	Home/EU	£9,700	For January 2010 entrants. Fee for January 2011 entrants to be agreed in summer 2010
Education Modular Masters	Both	To be kept in line/pro rata to standard PGT fee levels	
Education MEd TESOL	Both	5% inflationary increase	Closed to new entrants.
Diploma in Legal Practice	Home/EU	5% inflationary increase	Due to continued economic climate and situation for new trainees, do not wish to see large fee increase – keep in line with standard increase.
Parliamentary Programme (political interns)	Overseas	5% standard inflationary uplift	This will take the fee to £5,550 for 2010/11

Business School proposals

Programme	2009/10 fee point	2010/11 proposed fee point	2010/11 fee rate		2009/10 deposit	2010/11 deposit	2009/10 application fee	2009/10 application fee
MSc Accounting and Finance Home/EU	8	7	£14,250		£1,000	£1,000	£0	£40
MSc Accounting and Finance Overseas	8	9	£16,850		£1,000	£1,000	£0	£40
MSc Finance and Investment Home/EU	8	7	£14,250		£1,000	£1,000	£30	£40
MSc Finance and Investment Overseas	10	10	£18,150		£1,000	£1,000	£30	£40
MSc International Business and Emerging Markets Home/EU	8	8	£15,450		£1,000	£1,000	£0	£0
MSc International Business and Emerging Markets Overseas	8	8	£15,450		£1,000	£1,000	£0	£0
MSc Management Home/EU	2	6	£13,000		£1,000	£1,000	£0	£0
MSc Management Overseas	7	8	£15,450		£1,000	£1,000	£0	£0
MSc Carbon Management Home/EU	2	2	£8,600		£1,000	£1,000	£0	£0
MSc Carbon Management Overseas	7	7	£14,250		£1,000	£1,000	£0	£0
MSc Marketing Home/EU		2	£8,600	new		£1,000	£0	£0
MSc Marketing Overseas		7	£14,250	new		£1,000	£0	£0
MSc Marketing and Business Analysis Home/EU		2	£8,600	new		£1,000	£0	£0
MSc Marketing and Business Analysis Overseas		7	£14,250	new		£1,000	£0	£0
MBA full time Home/EU	14	13	£22,300		£1,000	£1,000	£0	£0
MBA full time Overseas	14	13	£22,300		£1,000	£1,000	£0	£0
International MBA Home/EU	15	14	£23,750		£1,000	£1,000	£0	£0
International MBA Overseas	15	14	£23,750		£1,000	£1,000	£0	£0

MBA part time Home/EU	10	10	£6,050	ie in 2010/11, 1/3 of £18,150, £6,050	£1,000	£1,000	£0	£0
MBA part time Overseas	10	10	£6,050	ie in 2010/11, 1/3 of £18,150, £6,050	£1,000	£1,000	£0	£0

Modular MBA - pro rata to FT as previous year. Annual tuition fees will be charged proportionate to the full time MBA fee, and calculated on the number of credits being taken in the current academic session.

MSc Finance and Risk - not running in 2010/11

College of Science and Engineering

The College wishes FSG to consider one proposal, concerning a new programme in the School of Mathematics: MSc in Financial Modelling and Optimization. This programme is part of a related suite of programmes which includes the MSc in Operational Research and the MSc in Financial Mathematics which is collaborative with Heriot-Watt University. For marketing reasons it is proposed to fix the fees for the new programme at the same level as the collaborative programme for 2010/11.

The new programme has been given academic approval by the College Learning and Teaching Committee and the proposed fee level has been endorsed on behalf of the College Strategy and Management Committee.

The actual fee levels for 2010/11 will be proposed in December (and taken to the next FSG meeting), so the Group is being asked to endorse the principle of aligning the fee levels for the new programme to that of the collaborative programme.

The Group may wish to note, however, that this would mean not putting a new University of Edinburgh programme on the fee spine. Currently, the only exceptions to programmes going on the fee spine are where the fees are set by an external body, or where they are collaborative programmes.

There will also be a delay in setting the fee, as it depends on the collaborative fee setting process. The nearest fee spine points to the proposals are point 4 (£12,250) for home/EU and points 6 & 7 (£12,400 and £13,600) for overseas.

College of Medicine and Veterinary Medicine

The College proposes:

- a fixed five year fee for new entrants to the five year BVM&S and to the four year Graduate Entry BVM&S, in 2010/11 of £22,200;
- lump sum payments should continue to attract a discount of 2.5% so will be £108,225 and £86,580 for 5 and 4 year programmes respectively; and
- a new fee level for the MSc in Equine Science for entry in 2010/11 of £9,650.



The University of Edinburgh

Central Management Group

18 November 2009

Public Holidays Review

Brief description of the paper

The paper proposes conversion of the five Spring/Autumn public holidays to annual leave days in order to increase business flexibility. This review has been undertaken at the request of PSG.

Action requested

For approval by CMG to enable a formal offer to be made to the joint trade unions, after which TU members will be balloted on the proposals. The ballot of trade union members is in accordance with the constitutional arrangements that apply in the case of each Trade Union.

Resource implications

Does the paper have resource implications? Yes. The proposals create a more flexible staffing resource to meet business needs on an increased number of days. This incurs some direct short term costs for ex-gratia payments and contractual protection. Heads of HR are working with service managers to identify individuals who would be eligible to receive payment and establish exact costs. The impact of an additional days leave may be minimised through pragmatic management of annual leave.

Risk assessment

Does the paper include a risk analysis? As a proposed change in public holidays is a change in Conditions of Employment it is subject to negotiation/agreement with the joint trade unions who have indicated a general willingness to recommend the proposals to their members (subject to content of the formal offer following CMG). That position might change if the package were to reduce significantly.

Equality and diversity

Does the paper have equality and diversity implications? Yes. The conversion of 5 public holidays into annual leave entitlement extends the potential for staff to select dates of their choosing for annual leave. Section 2.4 highlights action to be taken on work/life balance issues including meeting staff needs to take time off for faith/belief reasons.

Freedom of information

Can this paper be included in open business? Yes

Any other relevant information

The paper will be presented by Sheila Gupta, Director of Human Resources

Originator of the paper

Douglas Gillespie and Karen Conway – Human Resources
November 2009

Proposed Changes to Public Holiday Schedule

This paper summarises progress on consultation with managers and trade union colleagues on the proposed changes to the public holidays schedule and seeks CMG approval to make a formal offer to the trade unions following which UCU, UNISON and UNITE will ballot members on the proposal.

1. Background

1.1 Following discussion at PSG in January and April a review of the schedule of public holidays has been undertaken in the interests of extending business flexibility by converting five of the existing public holidays into annual leave entitlement thus retaining only four fixed public holidays. Consultation with managers within Colleges and Support Groups has been undertaken via the Heads of HR, the outcome from which is generally supportive. Consultation has also been undertaken with the Joint Unions who have indicated a willingness to proceed to ballot on the proposed changes subject to confirmation to them of a formal offer. CMG approval is sought for the following changes.

2. Proposed Position from 2010:

2.1 The only fixed public holidays for the University of Edinburgh would be Christmas Day, Boxing Day, New Years Day and the 2nd January (or an alternative day in lieu should any of these fall on a weekend).

2.2 The full time annual leave entitlement for UE Grade1-5 would increase to 31 days (and 35 days after 5 years) and for UE Grade 6-10 would increase to 35 days – in place of the 5 old public holidays. This would also apply to any other staff groups with identical annual leave and public holiday entitlements; this is expected to include clinical academics.

2.3 A further one day annual leave to be added to entitlements taking these to 32 and 36 respectively. A review of the impact of this change will be undertaken in 2013.

2.4 A statement on Work/Life Balance (including annual leave) would be produced in partnership with the Joint Unions. Included within this would be recognition of the multi-cultural, multi-faith nature of the University and the need to enable staff to take time off for faith/belief reasons through annual leave/time off in lieu wherever reasonably possible.

2.5 Staff on UE Grades 1-5 with a contractual requirement to work some public holidays, for whom the change results in a loss of pay enhancement, will receive pay protection under Section 4 of the Pay Protection Policy. This is anticipated to be relatively small in number; cost of protection is met by the budget holder.

2.6 Staff who can demonstrate a regular pattern of working on September Monday, Victoria Day and/or the day following Victoria Day with the agreement of their manager on each of the last three occasions – and received additional payment for it (as per Conditions of Service for UE Grades 1-5) - receive an ex gratia payment. The payment would not be pensionable nor pro-rata'd for part time working; it would be given as a goodwill gesture and would not imply a contractual entitlement. Cost of ex-gratia payments would be met by the budget-holder.

That is, if it can be demonstrated that a member of staff worked the previous 3 September Mondays with the agreement of their manager and received additional payment for all three episodes then they would receive a one-off payment of £50. The same approach would be applied to Victoria Day and the day following Victoria Day. The maximum a member of staff could receive is

£150. HTBN staff are excluded from this as are staff who took time off in lieu (rather than an additional payment).

2.7 A partnership review will be undertaken of the impact of the first three hours of overtime for staff in Grades 1-5 being at plain time with a view to evaluation of the possibility of restoring 1.5 time payment for these three hours.

3. Implementation

3.1 If approved by CMG and agreed with the trade unions, implementation would expect to be undertaken in February 2010 (with an effective date of 1 January 2010) making the next public holiday Christmas 2010.

Karen Conway and Douglas Gillespie, Human Resources



The University of Edinburgh

Central Management Group

18 November 2009

Proposal to Establish a Chair of Vascular Biology

Brief description of the paper

The School and the Centre for Cardiovascular Sciences wish to create a Chair in Vascular Biology, which together with the established Chair in Vascular Regeneration will be a critical component of the British Heart Foundation Research Excellence Awarded Centre for Cardiovascular Science (Director, Professor Brian Walker) based at the Queen's Medical Research Institute, Little France. The Chair holder will have close links with the adjacent MRC Centre for Regenerative Medicine.

Action requested

For approval.

Resource implications

Does the paper have resource implications? Yes

The post will be funded by resources attracted by the College of Medicine and Veterinary Medicine.

Risk assessment

Does the paper include a risk analysis? No

Freedom of information

Can this paper be included in open business? Yes

Originator of the paper

Professor David Weller
Head of School
Clinical Sciences and Community Health

2 November 2009

COLLEGE of MEDICINE and VETERINARY MEDICINE

Establishment of Chair of Vascular Biology

The School of Clinical Sciences and Community Health seeks approval for a Chair of Vascular Biology to further strengthen the research network within the Centre for Cardiovascular Science (CVS) and to exploit opportunities for collaboration with relevant research centres, in particular the Centre for Inflammation Research and the Centre for Reproductive Biology in the Queen's Medical Research Institute.

CVS was established in 2001 as a centre without walls and consolidated in QMRI in 2005. It has enjoyed substantial growth and major external funding, having the largest FEC income of any of the research centres in CMVM in 2008/09 and having gained sequential strategic grants, most recently as a British Heart Foundation (BHF) Centre of Research Excellence (£7.6 million) and with the appointment of a second BHF funded Chair to Professor David Newby, in addition to the existing BHF funded Chair to Professor Keith Fox. The CVS strategy is to enhance links with other research centres. A strategic opportunity has been identified in vascular cell biology, where themes match closely with those in the Centre for Inflammation Research and the Centre for Reproductive Biology. The latter is reinforced by the recent Tommy's the Baby Charity award of £400k per annum to establish a research centre in maternal and fetal medicine, focused in part on vascular biology in the placenta.

A strong potential candidate has been identified who is an excellent match to research both in CVS and in the Centre for Reproductive Biology, with interests in cell signalling which match closely to those in the Centre for Inflammation Research, and holding extensive external grant funding including FEC bearing awards. The proposed Chair will contribute at Advisory Board level both to CVS and to the Tommy's Centre.

Our request is therefore made to establish a Chair of Vascular Biology.

ACTION:

CMG is invite to approve the establishment of a Chair in Vascular Biology to take forward the academic objectives of the School and CCVS

D Weller
Professor of General Practice and Head of School.