

**Agenda for a meeting of the Central Management Group
to be held at 10.30 pm on Wednesday, 17 March 2010
in the Raeburn Room, Old College**

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20	Grade 10 Professorial and Senior Staff Salary Review 2010 (closed)	S
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22	Climate Action Plan from Sustainability & Environmental Advisory Group (SEAG)	U
23	Any Other Competent Business	
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Wednesday, 21 April 2010 at 10.30 am in the Raeburn Room, Old College



Central Management Group

Wednesday 20 January 2010

MINUTE

Present: The Principal
Vice-Principal Professor A McMahon
Vice-Principal Professor M Bownes
Vice-Principal Mr Y Dawkins
Vice-Principal Professor J Haywood
Vice-Principal Professor S Hillier
Vice-Principal Professor D Hounsell
Vice-Principal Professor Sir John Savill
Vice-Principal Professor L Waterhouse
Acting Vice-Principal Professor D Fergusson
Mr N A L Paul

In attendance: Mr I Conn
Dr A R Cornish
Mr A Currie
Mr J Gorringe
Ms S Gupta
Dr J Martin (on behalf of Vice-Principal Professor Brown)
Mr H McKay (for item 18 only)
Dr K J Novosel

Apologies: Vice-Principal Professor N Brown
Vice-Principal Professor R Kenway
Mr M D Cornish
Mr D Waddell

Closed items shown in italics

1 MINUTE OF THE MEETING HELD ON 18 NOVEMBER 2009

Paper A

The Minute of the meeting held on 18 November 2009 was approved as a correct record.

CMG noted that this would be last meeting to be attended by Professor David Fergusson in his capacity as Acting Vice-Principal and Acting Head of the College of Humanities and Social Science and thanked him for all his work.

2 MATTERS ARISING

2.1 Centre for International Public Health Policy

CMG noted that following extensive consideration and debate agreement had now been reached on the reconfiguration and relocation of the Centre for International Public Health Policy: the activities of the Centre were now located within two areas in the School of Social and Political Science with staff involved with teaching the current MSc course within the Social Political Unit under Dr Collin. A number of Vice Principals had been involved in taking this matter forward which had been the

subject of formal complaints including Vice Principals Professor Kenway, Professor Chapman, Professor Bruce, Professor McMahon and Professor Sir John Savill. CMG fully endorsed and supported the approach finally reached by Vice-Principal Professor Hillier and Acting Vice-Principal Professor Fergusson following consideration of the report prepared by Vice-Principal Professor Chapman. Initial indications confirmed that the new arrangements were working well.

2.2 Modern Languages benchmarking information

Information on the benchmarking exercise in respect of modern languages provision was currently being considered by the College to assist in the implementation of the strategy agreed for the School of Literatures, Languages and Cultures. The complex nature of the benchmarking information with different approaches between languages and institutions was causing difficulties in providing an overall interpretation of the University's position with initial analysis indicating that the University was at the low end of the range of student contact time comparable with other institutions.

2.3 Fraud Policy

A revised Fraud Policy, fully compliant with Scottish law, had now been published on the University's website and should be brought to the attention of staff.

2.4 Public Holidays

It was confirmed that the consultation on the proposed new public holiday arrangements would finish on the 5 February 2010: initial indications were positive. CMG further noted that these proposals did not conflict with the arrangements introduced through the pay modernisation process.

3 PRINCIPAL'S BUSINESS

The Principal reported on the following matters: the REF methodology and timing of the exercise; and the current positive discussions with eca.

3.1 Principal's Strategy Group

Paper B

CMG noted the report particularly welcoming the proposed developments for the site at Holyrood, the ongoing work regarding undergraduate Home/EU student recruitment and the current position within the SFC.

FOR DISCUSSION

4 FINANCIAL UPDATE (CLOSED)

Paper C

The position on the 2009 pay round and the emerging position in respect of the 2010 pay round were noted as was the intention to prepare more detailed information on scenario planning. The Pensions' Working Group had now met on a number of occasions and a draft letter addressed to the chair of the Group setting out the University's view on pension matters was tabled and endorsed by CMG.

The uptake of the current voluntary severance arrangements was disappointing and CMG endorsed the proposal to seek Finance and General Purposes Committee's approval to 100% of the cost to fund voluntary severance being met from the centre

for 2009/2010 approved cases. It was recognised that should it be possible to allocate central resources in 2010/2011 to support voluntary severance this was anticipated to be on the basis of 50% funded from the centre with the School/College requiring to meet the remaining cost and that it may not be possible for individual packages to be as generous as those agreed this financial year.

5 EUCLID – UPDATE REPORT

Paper D

CMG welcomed this report which confirmed the achievements and key benefits as at 31 July 2009 of the project and set out future developments including those required to comply with the UK Border Agency regulations. The further refinements to improve the effectiveness and efficiency of the system to be tackled over time were noted. The on-going dialogue with relevant colleagues in Schools, Colleges and Support Groups to ensure that business practices optimised the benefits of the system was a particular challenge with support and training being offered particularly around the contingency planning for 2010 freshers' week. It was noted that ownership of the system would move to SASG (Registry) working jointly with ISG to ensure appropriate maintenance; the name EUCLID to be replaced with Student & Course Administration System or some such similar terminology.

6 REPORT FROM ESTATES COMMITTEE (CLOSED)

Paper E

CMG endorsed all the items set out in the covering sheet and welcomed the proposal to introduce of a 'traffic light' system to better describe the status of the various projects which would offer a more flexible approach.

7 NEW MEDICAL SCHOOL–PROPOSED USE OF RESOURCES RECEIVED FROM SFC (CLOSED)

Paper F

It had previously been reported that the University had been successful in negotiating with the Scottish Government and SFC regarding the excessive costs incurred by the University in respect of the new Medical School being delivered under a PFI arrangement and was now in receipt of £6.351m. The proposed allocation of these funds as set out in the paper which had the support of PSG was endorsed by CMG. It was noted that further details would be available shortly on the Principal's Fellowships with the intention of spreading the funding over 4 years rather than 3 to allow to two tranches of PhD students and that the funds being allocated to the College of Medicine and Veterinary Medicine would be utilised to support strategic developments within the College

8 FUNDING FOR STUDENT VOLUNTEERING ACTIVITIES

Paper G

CMG approved the proposals as set out in the paper noting the University's commitment to support this activity and the intention to establish a small group with the membership as stated to consider bids put forward from the Settlement and EUSA for the funds available.

9 SCHOOL OF EDUCATION – UPDATE (CLOSED)

Paper U

The Scottish Government had now confirmed the intention to reduce the number of funded places in initial teacher education (ITE) and had set indicative figures for funded student places in 2010/2011; a SFC announcement was still awaited on this matter and on any changes to the unit of resource for each ITE place.

There had to date been a modest uptake of voluntary severance within the School and CMG supported the proposal contained in the paper to seek Court approval to establish a Redundancy Committee should this prove necessary. The University would continue to discuss these matters with trade unions and to take all reasonable actions to avoid the need for the establishment of such a Committee. It was agreed that it would be helpful if further information could be provided to colleagues in the School of Education on the options available in respect of voluntary severance particularly in anticipation of Finance and General Purposes Committee approving revisions to the current arrangements. It was further agreed that it would be helpful if some indication on the future vision and strategic direction of the School could be disseminated to staff.

CMG further noted that transitional funding may be available and that a decision would be made at that time on the most appropriate use of these funds with particular consideration given to supporting strategic developments within the School.

FOR INFORMATION/FORMAL APPROVAL

10 MANAGEMENT ACCOUNTS – FOUR MONTHS TO 30 NOVEMBER 2009 Paper H
(CLOSED)

CMG noted the satisfactory financial position after four months.

11 QUARTER 1 MANAGEMENT ACCOUNTS FORECAST 2009-2010 Paper I
(CLOSED)

It was noted that the Q1 forecast was presented on a Group basis: information on subsidiary companies was now included in the same manner as in the Annual Accounts. A Group surplus of £10.025m was forecast based on the October 2009 management accounts and CMG suggested that it would be helpful if a corporate statement could be drafted by the Director of Finance to inform any discussion within the University on this matter. It was further noted that there was some concern on the level of bad debts which was being addressed and that budget holders continued to monitor expenditure closely and optimise opportunities for income generation.

12 DIGNITY AND RESPECT POLICY Paper J

CMG endorsed the revised Policy which had been subject to wide consultation. It was noted that a further amendment had been requested to 1.1 and this was approved.

CMG commended this Policy to Court and noted that a comprehensive set of guidance and procedural documents were being developed to support the implementation of the Policy.

- 13 DISABILITY EQUALITY SCHEME 2009 Paper K**
- CMG noted and approved the content of this second Disability Equality Scheme required to be produced to comply with the Disability Discrimination Act (2005) and further commended the support provided to students and staff.
- 14 PROPOSALS FOR THE NAMING OF CHAIRS AFTER EMINENT INDIVIDUALS Paper L**
- The new procedure for the naming of Chairs after eminent individuals was approved subject to revision of item 4 to indicate that a very strong case was required should it be proposed to change the title of a chair during the incumbency of an individual.
- 15 REPORT FROM SUSTAINABILITY & ENVIRONMENTAL ADVISORY GROUP (SEAG) Paper M**
- CMG endorsed the revised Sustainability and Environmental Strategy and commend its approval to Court. It further fully endorsed the implementation plan to take forward the Strategy in 2010 requesting that further work be undertaken to ensure that colleagues across the University were aware of their roles in delivering the plan. CMG further endorsed the Recycling and Waste Management Policy 2010 and commended its approval to Court.
- 16 REPORT FROM HEALTH AND SAFETY COMMITTEE AND HEALTH AND SAFETY QUARTERLY REPORT Paper N**
- The report from the last meeting of the Health and Safety Committee and the Quarterly report for the period 1 October to 31 December 2009 were noted. CMG welcomed the University's leadership role in taking forward the Northern Biosafety Training Centre which will facilitate an accredited biosafety course to meet UK compliance requirements and a proposed new EU Standard.
- 17 FEES STRATEGY GROUP Paper O**
- CMG approved the actions taken by the Convener of the Fees Strategy Group in respect of revised fees from 2010/2011 for the MSc course in Operational Research and the extension for a further two years of the fee arrangements for the existing two-year collaborative European Masters MSc in Informatics.
- 18 INTERNAL AUDIT REPORT Paper P**
- CMG noted the outcome of the 23 internal audit assignments highlighted within the report completed from April to December 2009. It was noted that the recommendations in respect of the EUCLID project were being considered and that the assignment on Roslin had confirmed that the internal controls and procedures adopted to manage the integration of core administrative systems had preformed effectively.
- CMG further noted that mobile IT working/data security had emerged as common themes and the recent approval by Court of an IT Strategy and Information Security Policy was welcomed. The need to promote a risk assessment approach and encourage good practice in these areas was endorsed and CMG agreed it would be

helpful to undertake an overall risk assessment of the different types of data stored within the University.

Members of CMG were encouraged to approach the Chief Internal Auditor as part of the annual internal audit planning process.

19 GOVERNANCE FOR MAJOR UNIVERSITY PROJECTS: DEVELOPING A TOOLKIT Paper Q

It was noted that this paper had been prepared in response to the lessons learned from the EUCLID and other major recent projects, setting out a toolkit developed with the support of Valuta to assist members of Project Boards in undertaking their roles and a guide to those involved in managing major projects which included information on how to determine if a project was a ‘major’ project. CMG noted that this brought together, in particular, the approaches taken in managing major IT and estates projects but was equally valid for other types of major projects undertaken across the University; approaches would not however be identical.

CMG endorsed the toolkit and the information on major projects.

20 PROPOSAL TO ESTABLISH A CHAIR OF ONCOLOGY Paper R

CMG approved the proposal to establish a new Chair.

21 PROPOSAL TO ESTABLISH A CHAIR OF POWER PLANT ENGINEERING AND CARBON CAPTURE Paper S

CMG approved the proposal to establish a new Chair.

22 PROPOSAL TO ALTER THE TITLE OF THE CHAIR OF RESPIRATORY MEDICINE Paper T

CMG approved the proposed alteration of the title of the Chair.

23 PROPOSAL TO ALTER THE TITLE OF THE PERSONAL CHAIR OF CARDIOLOGY Paper V

CMG approved the proposed alteration of the title of the Personal Chair.

24 PROPOSAL TO ALTER THE TITLE OF THE CHAIR OF VASCULAR BIOLOGY Paper W

CMG approved the proposed alteration of the title of the Chair.

25 DATE OF NEXT MEETING

Wednesday, 17 March 2010 at 10.30 am in the Raeburn Room, Old College.

The University of Edinburgh

Central Management Group

17 March 2010

**Principal's Strategy Group Meeting
18 January 2010**

B

Amongst the items discussed were:

1. Higher Education Achievement Record (HEAR) Initiative

PSG received an update on the planned introduction of HEAR for full-time undergraduates in England from 2011 and considered whether the University should be an early participant in the process. It noted that the exact nature and format of a HEAR was still under discussion but would be likely to include a transcript of a full-time UG student's marks, details of the learning outcomes of their degree, and a section recording non-credit bearing activity. The latter section was the subject of further discussion and would require further clarification. There were some concerns about how the University might be expected to validate non-credit bearing activities.

In general, PSG was supportive of the University's participation in HEAR and agreed that Assistant Principal Rigby should continue to take forward planning for this.

2. Commissioner's Ordinance

The University Secretary updated PSG on progress on the replacement of the Commissioner's Ordinance. Work had been in hand for a number of years to replace the employment arrangements embodied in the Commissioner's Ordinance with simpler arrangements which would be applicable to all staff and would continue to protect academic freedom. The matter would be subject to discussion at the next meeting of the Senate. It was agreed that it would be helpful to provide staff a 1-2 page statement explaining the rationale for replacement.

**Principal's Strategy Group Meeting
2 February 2010**

Amongst the items discussed were:

1. Update on the Development of the Holyrood Site

PSG considered an outline brief for the development of the Holyrood site. The brief has taken account of the outcomes of the Group's previous discussion in November, noting that a suitable name had still to be found for the development. The Group remained highly supportive of the provision of additional postgraduate accommodation at the Holyrood site and agreed that the University should seize the opportunity to locate the other appropriate activities at the site.

2. Update from Edinburgh College of Art

Professor Ian Howard, Principal of Edinburgh College of Art (eca), attended the meeting and updated PSG on the outcome of a recent eca Board Strategy Day.

**Principal's Strategy Group Meeting
16 February 2010**

Amongst the items discussed were:

1. Business School Financial Regime - Update

At a meeting in August 2009, PSG approved a request that an alternative financial system be developed for the Business School. Professor Oliver updated PSG on the progress made by colleagues in the School, College, Finance, and Governance and Strategic Planning in designing such a system and sought approval from PSG for its implementation.

The Group approved the proposed new financial regime for the Business School and agreed the current Project Board should continue to oversee financial arrangements for the first two years at least. It also noted that the new system would be reviewed at the end of year 1 and that all other aspects of management and governance relating to the Business School would remain within the College of Humanities and Social Science.

PSG reiterated its position that the Business School is a very exceptional case and that there is no appetite for approving proposals of a similar nature from any other school.

2. Shared Academic Timetabling Report

PSG received an update from Dr Nick Hulton on progress in relation to the shared academic timetabling project and sought approval for the proposed approach and estimated costs.

The Group expressed its strong support for the aims of the Project and the proposed approach set out by Dr Hulton. Members were of the view that change to the status quo is essential if the University is to improve efficiency and find the flexibility it requires to meet student expectations. It was hoped that the Project will enable the University to get a clear idea of the teaching space available across its estate, and to minimise the waste of space whilst maximising the quality of space used.

3. ESRC Doctoral Centre

PSG received an update on the Scottish bid to the ESRC for a Scottish Doctoral Centre, which is now at an advanced stage.



The University of Edinburgh

Central Management Group

17 March 2010

Draft Annual Planning Submissions for 2010-11

Brief description of the paper

Draft planning submissions are attached for each of the Colleges, Support Groups and the Student Unions.

Colleges, Support Groups, and the Student Unions are required to submit final planning statements to the Director of Planning by 8 April. Final plans will be considered by PSG on 14 April, with budgetary proposals endorsed by CMG on 21 April, approved by FGPC on 3 May, and received by Court on 24 May.

Action requested

For comment.

Resource implications

Resource implications are addressed in the plans and financial forecasts.

Risk assessment

Through the Planning Guidance, Heads of College/Support Group were asked, having reviewed and updated their Risk Register in the light of their plans, to provide a brief commentary, and where practicable, a financial evaluation of the key risks and uncertainties which might cause failure to achieve budgets and plans, together with an indication of the specific plans to be taken to reduce or eliminate the major risks faced.

Equality and diversity

Equality and diversity issues are addressed principally through the Promoting equality, diversity, sustainability and social responsibility strategic theme section of the University's strategic plan (which Colleges and Support Groups have been asked to structure their annual plans around). They are also noted, where relevant, throughout the rest of the plan.

Freedom of information

Can this paper be included in open business? No

Disclosure would substantially prejudice the commercial interests of any person or organisation. The paper must be withheld until decisions are taken on the allocation of resources for 2010-11.

Any other relevant information

The Head of each College/Support Group will be invited to introduce his/her plan to CMG, after which there will be the opportunity for discussion of the major issues emerging from the planning submissions. The University Secretary will be invited to present the Student Unions' plans.

Originator of the paper

Alexis Cornish, Director of Planning and Deputy Secretary
4 March 2010

The University of Edinburgh

Central Management Group

17 March 2010

Finance Update

D

Brief description of the paper

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

Action requested

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

Resource implications

Does the paper have resource implications? Yes

As detailed in paper.

Risk assessment

Does the paper include a risk assessment? Yes

As detailed in paper.

Equality and diversity

Does the paper have equality and diversity implications? No

Freedom of information

Can this paper be included in open business? No

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

For how long must the paper be withheld? 2 years

Originator of the paper

Jon Gorringer, Director of Finance
9 March 2010

The University of Edinburgh

Central Management Group

17 March 2010

Academic and Financial Planning Issues for the School of Education

Brief description of the paper

This paper updates CMG members on progress towards meeting the recurrent expenditure savings required in the School of Education.

Action requested

As detailed in paper.

Resource implications

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

Freedom of information

Can this paper be included in open business? No

Disclosure would substantially prejudice the effective conduct of public affairs

Originator of the paper

Frank Gribben, CHSS College Registrar, for and on behalf of the ITE Planning Group.

The University of Edinburgh

Central Management Group

17 March 2010

F

The EUCLID Project: Update March 2010

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 assessment? No

Equality and diversity

Does the paper have equality and diversity implications? No

Freedom of information

Can this paper be included in open business? Yes

Originator of the paper

Vice-Principal Professor Jeff Haywood – EUCLID Senior Responsible Officer

Vice-Principal Professor Richard Kenway – EUCLID Quality Assurance & Executive Group

To be presented by

Vice-Principal Professor Jeff Haywood – EUCLID Senior Responsible Officer

Vice-Principal Professor Richard Kenway – EUCLID Quality Assurance & Executive Group

Central Management Group 17th March 2010

EUCLID & Satellite Projects (Student & Course Administration System)

General progress

As noted in our last report to F&GPC, the revised scope EUCLID Project and associated Satellite Projects are now well underway. SQAG is keeping a careful watch on timelines, staff effort spent, costs and contingency planning, with robust analysis and discussion around signs of slippage. We are continuing our regular review of the risk assessments, and mitigating actions undertaken. Temporary staff are now in place and bedded in, and freeing core staff to concentrate on more important work. The re-programming of some work has also had effect and, although some deadlines will be challenging to meet, the general progress on software development is good.

IT Infrastructure

Testing is now well progressed, with all the individual load tests of each component of our current EUCLID functionality completed and passed at levels high enough to cope with at least 2x current load. We are now testing combinations of these individual items, and expect all to pass the tests within the next few days. Once we have confirmed that the tests are correct and have been signed off, applying pre-agreed criteria for success, we will proceed to order the IT equipment from Sun Microsystems.

Tribal-UoE relationship

To ensure that there are good working relationships with the software supplier, Tribal, monthly tele-conferences are held between Haywood, Hunter & Marsden at Edinburgh and Benton (CEO), Annett (Technical Director) and Bellamy (Customer Relations) at Tribal. In addition, a very constructive face-to-face meeting took place in Edinburgh between the three Tribal staff and SQAG, at which Tribal offered their views on current progress with the Edinburgh implementation and on their strategy for future development of the SITS product. Further SQAG-Tribal meetings will be take place at 3 month intervals.

Contingency planning

There are substantial short term risks to our business continuity in the student and course administration area if the systems fail to perform as planned during their first full release and use. A clear example here is the student online enrolment system that Directors of Studies and School Administrators will use in Freshers week in September 2010. Contingency plans are now being put in place, with robust communications with all Schools to ensure that they have noted these and are prepared to operate fall-back processes if the systems fail to perform adequately.

Financing 2010-11

The SASG and ISG plans for 2010-11 contain a joint statement about the approach to managing the Student & Course Administration Systems from Jan-Jul 2011 and onwards, with a request from each Support Group for additional funding in the 7 month period to cover the costs above those that the SGs were incurring 'pre-EUCLID'. Funding for the period Aug-Dec 2010 has already been agreed and on March 2nd PSG approved funding for the period Jan-July 2010.

Vice Principal Jeff Haywood
Vice Principal Richard Kenway
8th March 2010



The University of Edinburgh

Central Management Group

17 March 2010

A Financial regime for the Business School

Brief description of the paper

The paper proposes a revised financial regime for the Business School.

Action requested

For information and approval.

Resource implications

The proposals do not involve any request for extra resources. The only implications for resources lie in the future for the distribution of resources under conditions of significant growth.

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

For how long must the paper be withheld?

Until the new system is implemented, which is likely to be August 2010.

Any other relevant information

This item was discussed and approved by PSG on 16 February 2010.

Originator of the paper

Nick Oliver, Head of the Business School and Ann Hunter, School Administrator, 8 March 2010.

The paper is written on behalf of a Project Board, comprising April McMahon, Alexis Cornish, Jon Gorringer and Frank Gribben



The University of Edinburgh

Central Management Group

17 March 2010

Internationalisation Update

Brief description of the paper

The Internationalisation Strategy has now entered Phase II. Edinburgh Global Annual Report 2009 reports comprehensively on the activities and outcomes of Phase I. This paper provides a summarised version of this Annual Report.

Action requested

For information

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

To be presented by Professor Stephen Hillier, VP International

Originator of the paper

Professor Stephen Hillier, VP International,
5 March 2010

Internationalisation Update

Report to Central Management Group 17 March 2010

The University's innovative internationalisation strategy, Edinburgh Global (www.ed.ac.uk/edinburgh-global), provides a roadmap towards becoming 'a place of first choice in the minds of the world'. **Edinburgh Global Annual Report 2009** surveys the achievements of the past year.

The strategy impacts four global themes:

(1) *Communications*

Ensuring a broad international understanding of what Edinburgh stands for, **Information Services, Communications & Marketing, Development & Alumni**, the **International Office** and the wider community were all involved in launching the **Edinburgh Global web-site** (www.ed.ac.uk/edinburgh-global) - an international gateway to the University.

(2) *Supporting Staff and Students*

Edinburgh University Students' Association (EUSA) engaged enthusiastically, integrating international and domestic students through buddy/hospitality schemes and a cultural **Global Horizons** Festival. EUSA also contributed to sustained improvements in the international student experience including immigration issues, academic/language support, orientation, housing and financial issues. **The Scholarships Office** attracted quality international students to study in Edinburgh by offering new Edinburgh Global Scholarships, a prestigious **Desmond Tutu Scholarship** and **Julius Nyerere Scholarships**. Student Exchange Ambassadors were appointed to encourage **student mobility**. The **Careers Service** provided bespoke international events, e.g. 'Virtual China Careers Fair', and 'Working in the UK for International Students' sessions. Centrally co-ordinated induction events for international students and staff were also implemented. We endeavour to develop a strong international focus and awareness in all our students and staff. **Human Resources** developed **Performance and Development Review Guidance** and an **Equality & Diversity web site**, which now consider international staff needs.

(3) *Collaboration*

Global research produces global solutions. Focus is on strategic partnering with a limited number of institutions in targeted countries to tackle major themes. Strategic activity centred on further development of the Beijing **China Office** and the planning of a new **India Office** in Mumbai. Such national offices serve as institutional 'embassies' to promote the University's standing with local HEIs and government bodies by developing research/educational links and opportunity awareness. The **Confucius Institute for Scotland at the University of Edinburgh** promotes educational, economic, and cultural ties between Scotland and China. For the last 3 years it has received an **Award of Excellence from Hanban, the Chinese Ministry of Education**, a record no other Institute in the world has attained.

(4) *Dissemination*

Edinburgh Research and Innovation spearheads the building of international research partnerships, the use of intellectual property worldwide and identification of

funds for networking, workshops and collaborative research. International Research Funding workshops were held for India, China, Europe and the USA and a dedicated funding knowledge base established.

Finally, the innovative concept of **Global Academies** was introduced and a Global Health Academy (www.globalhealthacademy.ed.ac.uk/) launched – including increasingly popular distance learning masters programmes – providing interdisciplinary support for the creation, dissemination and translation of health knowledge across a global community of health practitioners, trainers, researchers and policy makers. The overall vision is a sustainable worldwide outreach policy, fully integrated into the institutional plan that genuinely benefits global development and wellbeing.

Continued endeavour in our internationalisation learning curve should deliver further rewards to the University and wider global society.

Professor Stephen Hillier, VP International
5 March 2010

The University of Edinburgh

Central Management Group

17 March 2010

Report from the Pensions' Working Party

Brief description of the paper

This paper is intended to update CMG on the recent work of the Pensions' Working Party.

Action requested

Members of CMG are asked to support the paper.

Risk assessment

Does the paper include a risk assessment? No

Equality and diversity

Does the paper have equality and diversity implications? No

Freedom of information

Can this paper be included in open business? No

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

Originators of the paper

Elizabeth Welch, Assistant Director of Finance, on behalf of the Pensions Working Party

John Markland

Chair of Finance and General Purposes Committee

The University of Edinburgh

Central Management Group

17 March 2010

**Management Accounts
Six Months to 31 January 2010**

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
Senior Management Accountant

18 February 2010

Freedom of information

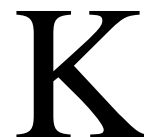
Can this paper be included in open business? No

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

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

To be presented by

Mr J Gorringe
Director of Finance



The University of Edinburgh

Central Management Group

17 March 2010

Quarter 2 Management Accounts Forecast 2009-10

Brief description of the paper

The University's top-level Quarter 2 Management Accounts Forecast for 2009-10 is presented. This forecast is presented on a group basis (i.e. including subsidiary companies), as in the annual accounts.

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

3 March 2010

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

To be presented by

Jon Gorringe
Director of Finance



The University of Edinburgh

Central Management Group

17 March 2010

Report from Staff Committee

Brief Description of Paper

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

Action requested

CMG is invited to note this report.

Resource Implications

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

Equality and Diversity Implications

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

Risk Assessment

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

Freedom of information

Can this paper be included in open business? Yes

Originator of paper

Sheila Gupta
Director of HR

University of Edinburgh
Central Management Group
Report from Staff Committee
17th March 2010

Introduction

1 This paper summarises the key issues discussed and decisions reached at the meeting of Staff Committee held on 2nd December 2009.

Matters Arising

Moving Forward in Addressing Leadership Challenges and Associated Development Needs

2 The Committee were advised that a survey of Russell Group institutions had established that institutions were providing a breadth of provision that covered the enhancement of management skills and the ability to lead cultural change.

Performance Review for Professors

3 The Committee were advised that the College of Humanities and Social Science Planning and Resource Committee had approved the proposal to introduce annual reports for professorial staff to support the College's strategic aims under its Quality People goals.

Reward and Recognition of Teaching

4 Ms Gupta advised the Committee that she would engage in consultations with the three Colleges and would bring a paper to a future meeting of Staff Committee with proposals regarding the recognition of teaching. Any changes to the present criteria would have to be endorsed by the Central Academic Promotions Committee before they could be implemented.

Workforce Performance Indicators

5 It was reported that higher education institutions in the United States (US) had adopted quite sophisticated approaches to human capital management and it was proposed that further research be undertaken to look at models of good practice from the US to see if they could inform business planning at the University of Edinburgh. Ms Lowry recommended the PwC model, Saratoga, as an excellent basis for benchmarking relevant HR data as well.

Draft Quality People Development Plan

6 The Committee were advised that the new Equality and Diversity website was now live and feedback so far had been very positive.

Any Other Business: Nursery Provision at CSE

7 Mr Paul and Professor Brown informed the Committee that they had started the process of bringing an external provider on site to see if this would suit the needs of the College.

Main Agenda Items

Partnership Working: Experiences from HBOS

8 Ms Dorothy Lowry gave an excellent presentation on how Partnership Working had been introduced at HBOS. In the presentation, Ms Lowry covered the rationale for its introduction, the benefits to the employer and the practical impact of working in partnership with trade unions and its contribution to the performance of the business.

Commissioners Ordinances

9 Mr Cornish gave an update on the Commissioners Ordinances. It was agreed that any further development would be reported to the Committee for discussion and approval.

Working on Saturdays

10 Professor Waterhouse introduced the discussion on the topic of Saturday working. She explained that it was recognised there were events held by the University that involved the need for staff to work on Saturdays. Professor Waterhouse went on to state that whilst there was no unwillingness on the part of staff to do this work, there was a wish for recognition that this could prove arduous for some members of staff who are called on for these events more often than others. The Committee felt that such work should not be taken for granted and supported the need to ensure that the burden for carrying out such work was shared in an equitable way. Professor Waterhouse invited comments and suggestions from the Committee.

11 A discussion followed in which the following points were made:

- that there were not only events on Saturdays, but also after hours in evenings as well, and all such work should be considered in terms of sharing the associated load and responsibilities in a fair and equitable way. It was noted that the need for working variable hours fell on professional services staff as well as academic colleagues;
- that such patterns of working were well established in certain areas of the University including Information Services and Corporate Services, who had good systems in place to manage such patterns of working;
- the need to be clear in setting the expectations of a role which provides clarity at the outset that the requirement to work variable hours at certain times was a feature of the role;
- the importance of adopting the much greater flexibility that had been achieved through pay modernisation and communicate this information more widely to staff.

- that often staff just want a public ‘thank you’ in recognition for their work and that recognition is much more effective when expressed at the local level.
- to ensure a fair distribution of work by managers.

Equality and Diversity:

Dignity and Respect Framework

12 Ms Fraser introduced this paper and explained that further to an earlier discussion by Staff Committee, a commitment had been made to the University Court to develop a framework of policy, procedure and guidance to support and promote a culture of dignity and respect in the University community.

13 Ms Fraser explained that the framework would be a web-based resource comprising:

- A Dignity and Respect Policy
- A Dignity and Respect Procedure for raising and resolving issues
- Supporting processes, services and information
- Monitoring and review processes.

14 A detailed discussion followed in which it was agreed that there was a strong need to raise awareness amongst managers with respect to the responsibilities that fell to them to deal with issues of harassment and bullying and how to create and foster a supportive working environment.

15 The discussion went on to focus on the importance of addressing any instances where unacceptable e-mails were sent by staff and the impact that this can have on culture and morale. The Induction process was seen as an important vehicle for setting the right expectations from new staff. Ms Lowry explained that at HBOS a Code of Conduct had been introduced to deal with e-mail communications.

16 The discussion concluded by recognising the important opportunity presented by this new Policy framework to address unacceptable behaviour by staff and students; consideration of a dissemination strategy and the need for clarity by line managers in setting the expectations of acceptable conduct and behaviour in the workplace.

Open Recruitment Paper

17 Ms Fraser introduced a brief paper on the topic of ‘Open Recruitment’, the context of which was summarised as the need to ensure that there was equity in terms of access to roles within the University that might be seen as offering career development opportunities to staff.

18 The Committee considered the principles proposed in the paper and recommended that the most important vehicle for ensuring that staff had fair and equal access to career opportunities was through the effective implementation of Performance and Development Review. The Talent Register was also seen as an important new addition to facilitating career changes and opportunities for staff across the University.

Disability Equality Scheme

19 Ms Fraser introduced the paper on this topic and focused on the statutory duties that fell upon the University to publish a Disability Equality Scheme, the desire to ensure that there was no stigmatisation embedded in University policies and activities and the active involvement of disabled staff in developing the Scheme.

20 Whilst work was still at an early stage, the main areas of activity could be summarised as:

- Accessible information on supporting disabled staff which raises awareness of staff and managers and helps to simplify and routinise making adjustments;
- Continuing to develop support and support processes for disabled staff;
- Continuing to raise awareness generally on disability issues;
- Reviewing recruitment processes to develop ease of access by disabled people.

21 The Committee welcomed the update and commended the approach being adopted.

HR Performance Indicators 2009

22 Ms Gupta introduced this paper which provided an analysis of UK level benchmark data related to a standard set of HR Performance Indicators and considered the implications of these measures in relation to the University of Edinburgh.

23 This paper was the fifth in this series of reports on HR performance indicators and afforded the opportunity to see if there were any traits or themes that the University should consider over the next few years to inform its people management strategies based on the trends highlighted in the data. These exercises are by their very nature longer term in focus, but they still warrant consideration when looking at shorter term issues like staffing levels, because they can inform the shape and composition of organisational HR structures, the capabilities required from the HR function and, from an organisational perspective, the level of investment necessary in areas such as training and development across the business to support the University's strategic priorities.

24 It should be stated that an examination of current staffing levels will not always mean more staff, but may indicate a need to change the balance of skills and capabilities that exist within the present structures. To this extent, a skills audit of the HR function may be useful and should be applied when determining whether the current HR structures and capabilities best meet the needs of the business.

25 Following recent feedback from our key stakeholders, it is planned to conduct a review of present structures, roles, responsibilities and capabilities to ensure that the HR function can best meet the strategic goals of the University. An HR Away Day in November this year concluded that such an exercise would be valuable if we were to provide a highly responsive and business-oriented service that would deliver the people management strategies contained in our Strategic Plan under the Quality People Enabler. Indeed, the University's Quality People Plan identifies the need to review HR structures as a key objective based on stakeholder feedback.

26 In terms of how Edinburgh compares to the sector, the tables illustrate that staffing levels for HR are not excessive, falling below the HE sector average for all three measures reported.

27 It is very encouraging that the costs of HR staff at Edinburgh per employee at £335 compares very favourably with the sector median of £446 and the sector average of £457 and that the slight changes in the balance over the past year to more professional staff has still maintained an affordable model of staffing. It is important for the University to assure itself that HR represents good value for money and also adds value to the management of the University.

Training and Development

28 Based on the strategic priority at Edinburgh to invest in the development of its staff as reflected under the 'Quality People' Enabler in the Strategic Plan, where it states that the University's aim is: "To equip staff to realise their full potential as direct contributors to the success of the University, with a clear objective to recruit, reward, develop and retain high-performing staff"¹, the Committee considered how the University was addressing this issue.

29 An integral part of evaluating the University's development activities is to be clear about how the University is determining them. Wolff (2006) identified five main aims:

- Aligning employee capabilities with business goals;
- The improvement of the people management skills of managers;
- The need to recognise and comply with regulations;
- The ability to align people to roles according to their skills and capabilities;
- The ability to succession plan effectively.

30 The Committee agreed that there was considerable synergy between these approaches and the strategies adopted by Edinburgh: with a clear strategic target to embed performance and development review to align individual and organisational goals; a breadth of leadership development provision designed for staff at all levels of management underpinned by the concept of succession planning and the adoption of competence-based recruitment to match individual capabilities to roles.

Absence and Staff Turnover

31 The data on the length of absence periods, reveals that the length of absence for both managerial and operations staff at Edinburgh have fallen since last year from: 6.57 days to 4.8 days and 5.41 days to 4.8 days respectively. These statistics compare favourably with an HE average of 5.8 and 4.9 days for the same staff categories. Interestingly, closer and more regular monitoring of absence statistics across the whole University by the Pandemic Flu Executive Group, has revealed that even in periods where the University could expect to see an upsurge in absence levels because of the incidence of, for example, Swine Flu, these have remained stable with previous years and have not indicated significant fluctuations.

¹ University of Edinburgh Strategic Plan 2008-2012 (2008), http://www.planning.ed.ac.uk/Strategic_Planning/SP2008-12/StrategicPlan.pdf

Staff turnover

32 Staff turnover at Edinburgh is lower than the industry average in all the categories in the report and has reduced since last year. This trend may be explained in part by the economic downturn, making it harder for people to secure job opportunities elsewhere and because Universities are seen as safe employers in terms of job security. The figures for Edinburgh are low and will need to be monitored in order to ensure that we continue to have the right breadth of skills and capabilities within the workforce to meet our current and future requirements. To this extent, the issue of sound processes for identifying and meeting the development needs of the workforce and assuring ourselves that such investment is having a positive impact on the performance of staff and the success of business areas will continue to be critical when finances are tight and competition is increasingly tough.

For Report

Financial Briefing for the Trade Unions

33 Ms Gupta informed the Committee that a financial briefing for the Trade Unions has taken place and the Unions report that they find it both helpful and informative.

Update on Voluntary Severance / Early Retirement

34 Ms Gupta updated the Committee on the VS/ER situation.



The University of Edinburgh

Central Management Group

17 March 2010

Report from the Space Management Group

Brief description of the paper

This paper reports on discussion at the Space Management Group held on 24 February 2010.

Action requested

CMG is invited to note the report and endorse the recommendations contained in items 1 & 2.

CMG is invited to further note that NPRAS space charging arrangements should be reviewed and advise on the way forward to achieve this.

Resource implications

Does the paper have resource implications? Yes, both the revised NPRAS rates for 2010-11 and the revised approach to projects not yet started on site will have financial implications for Colleges and Support Groups.

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

Maureen Masson 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 24 February 2010. The following papers were discussed.

1 ROOM BOOKING UPDATE includes update on School/Support Department Controlled Rooms

SMG **noted** Paper 4 and **endorsed** the following recommendations:-

1.1 Late Cancellations

- To introduce a second cut-off date for the 2010/11 Booking Process, in order to deal with Semester 2 late cancellations. This date would be 1st November (first cut-off date would remain at 2 August 2010 – Semester 1).

This action would increase the number of rooms, since departments will be penalised for non-use of booked rooms. Semester 2 classes that currently remain without accommodation would benefit from the return of such bookings.

- To charge classes that were booked but not used (identified during the room utilisation survey 2009).

CMG is invited to endorse these recommendations

CMG is reminded that on 23 September 2009 it endorsed the SMG recommendation to increase the room cancellation charges, both for cancellations received after 1 August and for 'no shows' (when a room is booked but found empty at the time of survey).

1.2 Booking Request Period 2010/11

SMG **recommended**:-

- To shorten the booking request period from four to three weeks. Bookings for the 2010/11 academic year would open on 21 April 2010 and close on 14 May (previously 21 May).

The shortening of the booking window would enable the process of confirming bookings to begin at an earlier date with the result that Schools may receive earlier confirmations of room allocations. This recommendation is requested in light of the success of the 2009/10 Booking Period being shortened from six to four weeks and at the request of SMG that this matter be revisited for 2010/11 academic year.

SMG requested that no further reduction to the booking request period would be made.

SMG **noted** that the introduction of cancellation charges had resulted in many Schools being more organised in terms of making booking requests.

CMG is invited to endorse this recommendation

1.3 School/ Support Department Controlled Rooms

SMG recommended that:-

- CMVM rooms be placed into the booking system in order to align with the timescale for the implementation of the timetabling project.

CMG is invited to endorse this recommendation

SMG noted the following points:-

- the collecting of school controlled rooms was proving to be a time consuming process;
- Charles Stewart House non-teaching rooms were proving to be a real success and were being fully utilised and new facilities in the Main Library were being introduced on the booking system.

SMG requested SMG school representatives to urge School Administrators to make rooms visible on EBIS.

The College representative for HSS would facilitate a process for engaging the School of Education to revisit some of their booking processes with a view to completing their booking process earlier.

2 NPRAS Project Rates – Update

SMG received Paper 2.3 - Project rates agreed in June 2007 and **endorsed** the following recommendations:-

- Projects that had started on-site would have an NPRAS trading rate of £59. The Estates & Buildings budget shortfall resulting from the £59 per m2 would be calculated on a project by project basis and, if agreed by the Vice-Principal Planning, Resources and Research Policy, a claim would be submitted for central funding.
- Projects that had not started on site would attract the appropriate full NPRAS charge at the point the project was completed and available for use.

CMG is invited to endorse these recommendations

SMG agreed that the introduction of NPRAS space charging had been successful but now required to be reviewed. It was suggested that thoughts should be given to possible options to refresh the system. This action is necessary as some projects do not fit easily into current standard NPRAS rates and have to be treated outwith the system.

SMG was advised of the new project management process and the financial model that had been endorsed for use in preparation of business cases by the Estates Committee. This could possibly assist in the evolution of a more transparent NPRAS system. A few projects were currently being piloted.

SMG confirmed that the mothballed projects listed in Appendix 1 would be traded to departments at £42 psm, with Adam Ferguson Building being an exception to the rule. This would apply only to these projects on-site but it should be noted that the Estates require the full mothball rate to reflect current operational costs (£74 psm).

2.1 NPRAS rates – 2010/2011

SMG was reminded that the NPRAS rates 2010/2011 had been endorsed (but with flexibility for the Utilities element) at CMG in November 2009.

These rates had been published in December 2009 and were included in the Planning & Budgeting round. The rates presented at that time were now incorrect as the anticipated 20% reduction on Electricity rates did not happen. As a result of this, E&B will be updating the utilities forecast during the planning and budgeting round.

3 SHARED ACADEMIC TIMETABLING

SMG **noted** a paper which provided an update on the progress of the Shared Academic Timetabling project. It outlined the approach, timescales for delivery of the project and provided benefits and costs together with a description of how the proposed approach would minimise risk to the University. This paper had received a positive reception at PSG on 16 February 2010.

SMG **noted** the following:

- Shared timetabling, if approved could be delivered in September 2012 - 1st implementation date could be April 2012 to allow for piloting.
- Nottingham University was the best exemplar model, though there had also been recent progress on centralised timetabling at King's College London and St Andrew's University.
- Culture and policy issues required to be addressed and accepted before progressing with procurement. Policy issues would be finalised by the end of the summer.
- Rooms required to be brought up to an acceptable standard. Assessment of costs were being compiled under the development policy agreed by LTSAG.

SMG **agreed** that it was vital to get commitment from Heads of School, and that a core group of academic champions across the three colleges be established. College representatives were requested to identify and nominate timetable champions to assist the project.

CMG is invited to note the progress with the timetabling project, in particular the commitment from Heads of School to nominate timetable champions to assist the project.

4 LEARNING & TEACHING SPACES ADVISORY GROUP (LTSAG)

SMG **noted** a paper which gave an update on the recent activities of LTSAG and reflected the aspirations of the Learning and Teaching community.

The following points were **endorsed/noted**:

4.1 Strategy and Planning for the Learning & Teaching Estate

SMG **endorsed** the 'Guiding Principles for the Development of the Learning and Teaching Estate. The document would assist and inform the planning process. **The document would progress to the Learning & Teaching committee for comment and on to the Estates Committee and Central Management Committee for endorsement.**

Ideas that had emerged from the February 2009 Senatus meeting on learning, teaching and study spaces were being developed and integrated into the Estates Strategy 2010-20.

4.2 Student Competition to Propose Informal Study/Social Spaces

SMG **noted** the closing date of the competition was 5th March 2010 (week 8).

SMG commended the work carried out by EUSA in promoting this initiative and the effort expended in the initial launch.

SMG proposed and **agreed** that this event be carried out again in the next academic year.

4.3 **Funding Arrangements for Maintenance and Upgrade of Teaching Spaces**

LTSAG planned to revisit the former Teaching Rooms Infrastructure Advisory Group (TRIAG) report on maintenance and upgrade costs to extend the work beyond centrally resourced teaching rooms to embrace all learning and teaching spaces of a “general” character, whether centrally or School-owned. This would assist the work of the Shared Timetabling Project in assessing teaching space needs and the costs of upgrading teaching space to an acceptable standard.

5 **SPACE AUDIT – Update**

Members requiring NPRAS information should email space.manager@ed.ac.uk

This paper provided an update on the 2009 NPRAS space transactions, the annual Space Audit update process for 2010 and related issues.

6 **ESTATES STRATEGY - 2010-2020 – SPACE MATTERS**

SMG was advised that the final document would be approved by Court on 21 June; that there would be an opportunity to comment prior to this meeting.

7 **VISIT TO SCHOOL OF BIOSCIENCE – KB**

The Group received a brief report on a recent visit to Biological Science to look at space and energy. This had been a useful tour which highlighted some of the excellent refurbishment work. The need to sustain the maintenance programme was emphasised.

The Darwin Building was clearly a major issue. The decant strategy would be complex. The school was embracing the utilities agenda.

8 **EDINBURGH FIRST – RATES FOR ACADEMIC RELATED USE OF CENTRAL UNIVERSITY FACILITIES**

Booking Unit – Increase in Marginal rates 2009/10

SMG was advised the marginal rates for 2009/10 did not increase in line with inflation and that the rates should have been inflated by the budget uplift increase (which was considerably different from inflation). Applying the budget uplift increase was marginal and the rates had therefore not changed and remained in line with 2008/09.

SMG **agreed** that the rates for 2010/11 would not increase given the planning round constraints and that the actual budget implications be carefully monitored. If the deficit was significant, CMG would be asked to re-visit as E&B could not be expected to absorb the additional costs.

Maureen Masson, Business Manager, and
Angela Lewthwaite, Administrator and Committee Officer
Estates and Buildings - 8 March 2010



The University of Edinburgh

Central Management Group

17 March 2010

Fees Strategy Group: note of meeting of 5 March 2010

Brief description of the paper

Note of the meeting of the Fees Strategy Group of 5 March 2010. This includes recommendations to CMG on proposed increases to fees for 2010/11 and 2011/12.

Action requested

Approve recommendations as set out at items 3, 4, 5, and appendices 1, 2 & 3

Resource implications

Does the paper have resource implications? Yes
This paper deals with fee setting for 2010/11 and 2011/12.

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? No

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

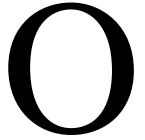
Withhold information until information published in table of fees.

Any other relevant information

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

Originator of the paper

Susie Rice
Governance and Strategic Planning
8 March 2010



The University of Edinburgh

Central Management Group

17 March 2010

Equal and Diversity Monitoring and Research Committee First report

Brief description of the paper

This is the first report from the Equal and Diversity Monitoring and Research Committee (formerly EOTAG). An executive summary of the report is provided and the full reports can be found at the following weblink, <http://www.planning.ed.ac.uk/edin/MI/EDMARC200809.htm>.

The student report examines entrants for the period 1999/00 to 2008/09 and analyses intake profiles and outcomes for Undergraduate, Postgraduate Taught and Postgraduate Research students for the equality dimensions of gender, ethnicity, disability and age on entry. In addition to internal student data, comparison data for peer institutions is presented. The spotlight this year focuses on a detailed breakdown of entrants data at school level.

The staff section reports on staff during the period 2008/09, data taken July 2009. The report examines the equality dimensions of gender, ethnicity and disability for Academic and Professional Support staff. Where appropriate, comparisons with peer institutions have been made.

Action requested

For information

Resource implications

Does the paper have resource implications? No

Risk assessment

There would be risks associated with not publishing these data since we are required to do so under the terms of the Race Relations (Amendment) Act 2000. The data contained in the EDMARC reports is also used to provide updates to the Gender and Disability Equality Schemes within the University.

Equality and diversity

There will be implications from the findings of this report and these will be discussed by the Equal Opportunities Sub-committee and may be the subject of further reports.

Freedom of information

The guidance on the exclusions from Freedom of Information legislation should be consulted before filling in this section:

http://www.recordsmanagement.ed.ac.uk/InfoStaff/FOIstaff/foi_exemptions.htm

Can this paper be included in open business? Yes

Any other relevant information

The paper will be presented to CMG by Vice Principal Professor Lorraine Waterhouse

Originator of the paper

Professor Sarah Cunningham-Burley

Andrew Quickfall, Governance and Strategic Planning

EQUALITY AND DIVERSITY MONITORING AND RESEARCH COMMITTEE (EDMARC)

Executive Summary: Student and Staff report

1. Introduction

The first EDMARC report provides analyses of student and staff data by the key equality dimensions of gender, age, disability and ethnicity. The report supports the monitoring of equality and diversity within the University of Edinburgh. In addition to the analysis of 2008/09 intakes to the University and comparison with other institutions, the spotlight this year focuses on a detailed breakdown of entrants at school level.

This summary identifies the main points from the full reports. The full staff and student reports can be obtained from the following weblink, <http://www.planning.ed.ac.uk/edin/MI/EDMARC200809.htm> or by contacting Andrew Quickfall in Governance and Strategic Planning, telephone: 0131 651 4104 or email: Andrew.Quickfall@ed.ac.uk.

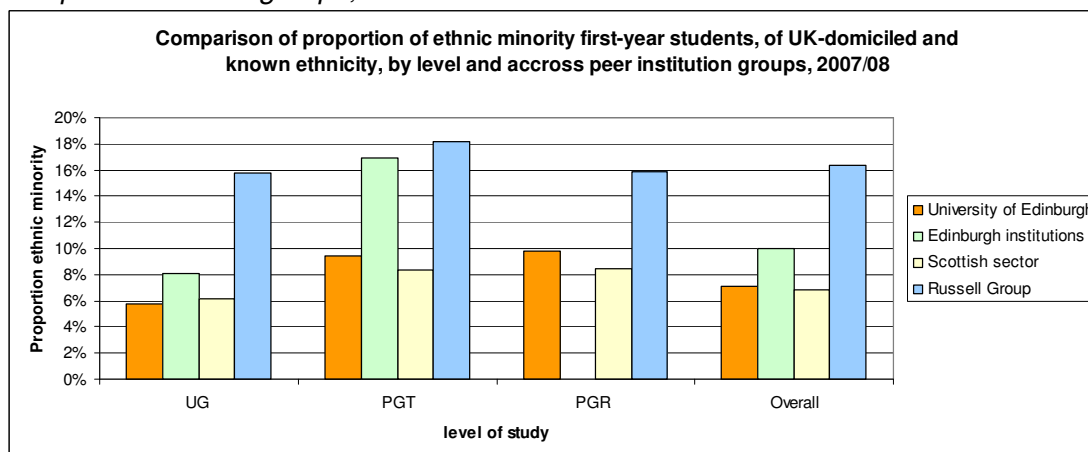
2. Students

2.1 Undergraduate

Intakes of female students remain consistent across the last ten years, although there are clear and persistent gender differences between the colleges. The proportion of undergraduate entrants in 2008/09 with a disability was 7.2%. There has been minor fluctuation over the last 10 years and these figures will be monitored by EDMARC in the future.

The overall proportion of UK-domiciled ethnic minority entrants to the University of Edinburgh continues to rise from 3.5% in 1999/00 to 6.4% in 2008/09. A breakdown of the figures by college reveals a convergence of the proportion of ethnic minority entrants in the colleges, with the College of Science and Engineering showing an increase over the last two years but the College of Medicine and Veterinary Medicine showing a decrease. Monitoring of the pace and extent of change over time will be undertaken by EDMARC in the future. A comparison of first-year students with peer institutions can be seen in figure 1. The University of Edinburgh has comparable proportions of UK-domiciled ethnic minority undergraduate students to other Scottish and Edinburgh-based institutions.

Figure 1: comparison of UK-domiciled first-year students at University of Edinburgh and peer institution groups, 2007/08



Achievement figures for undergraduates show that females are still more likely to receive a 1st or 2.1 degree, although the gap between males and females has reduced from 9.6% for 2003/04 entrants to 4.9% for 2004/05 entrants. Similarly, the difference between the proportion of white and non-white students achieving a 1st or 2.1 is reducing and is currently at its lowest level over the last six years. Non-completion figures reveal that disabled entrants are more likely to complete than non-disabled entrants.

Comparison of achievement figures reveal that the University of Edinburgh has a smaller equality gap than the Russell Group average. For the proportion of students achieving a 1st or 2.1 degree, the University of Edinburgh has a smaller gap between the achievement of white and non-white students when compared to the Russell Group average. The University also has smaller differences in comparison to the Russell Group average in the achievement rates between male and female and disabled students.

2.2 Postgraduate Taught

There has been a significant increase of postgraduate taught entrants to the University; the intake proportions of female students have remained steady over the period. The most notable change for 2008/09 is the increase of UK domiciled ethnic-minority entrants to the College of Science and Engineering which has increased from 19% to 32%.

Achievement figures show that male postgraduate taught entrants have a higher non-completion rate, most notably in the College of Science and Engineering. It should be noted however that completion rates remain high overall.

2.3 Postgraduate Diploma

Previously excluded from EOTAG reports, entrants to Postgraduate Diploma programmes are presented separately. In 2008/09 there were 740 Postgraduate Diploma entrants to the University.

There is a high proportion of female students over the ten-year period. The proportion of entrants with a registered disability has increased over the last two years to 6.9%. The proportion of UK-domiciled ethnic minority entrants has increased from 0.6% in 1999/00 to 3.7% in 2008/09. Achievement figures for postgraduate diplomas show that males have a higher non-completion rate than women.

2.4 Postgraduate Research

There are gender differences in the intakes to Postgraduate Research programmes, with MVM and HSS having a higher proportion of female entrants, a trend that has increased slightly over time. The proportion of female entrants to CSE has remained steady over the period. The proportion of disabled entrants has remained steady over the period with an increase from 4.1% in 2007/08 to 5.3% in 2008/09. Analysis of the proportion of UK-domiciled ethnic minority shows an increase from 4.8% in 1999/00 to 11.6% in 2008/09.

Analysis of achievement figures show that males have a higher non-completion rate, although the gap for 2003/04 entrants (the latest available year for completed students) has reduced since the previous year. Non-white postgraduate research entrants have a higher non-completion rate than white entrants. Further investigation by EDMARC in this area is needed to shed light on the causes of these observed differences.

2.5 Spotlight

The spotlight in this years EDMARC report provides a detailed breakdown and analysis of the equality dimensions of gender, ethnicity, disability and age on entry for all degree levels, broken down to school level. The data, provided for the first time, shows distinct subject-differences in terms of student profile.

The breakdown at school level shows diversity within and between the colleges. The College of Humanities and Social Science attracts a high proportion of female entrants in all schools with the exception of the School of Business and Economics. Schools based in the College of Science and Engineering attracts a lower proportion of female entrants, although figures from the Equality Challenge Unit show that this figure is comparable with other institutions in the UK.

The breakdown of UK-domiciled ethnic minority entrants by school reveals differences between the schools and within colleges. The schools of Business and Economics and Biological Sciences have a high proportion of undergraduate entrants from ethnic minority backgrounds. Conversely, the schools of Geosciences, Law and Education have a low intake of UK-domiciled ethnic minority entrants. Programmes such as law and teacher training have a high proportion of Scottish students and will therefore expect a mainly white intake that reflects the ethnic breakdown of Scotland.

3. Staff

3.1 Academic staff

Staff data relates to a snapshot taken in July 2009. There remains an under-representation of women in higher-grade academic posts, specifically in senior lecturer (33%) and professor posts (19%). Representation of women in Grade UE10 Research-only posts is higher at 41%.

Comparison of the proportion of women in Senior lecturer and Professor posts at the University of Edinburgh with the other Russell Group institutions is shown for the first time in this report. Figures 2 and 3 show that the University of Edinburgh has a proportion of female professors above the median for the Russell group, although the proportion is low at 16%. The University of Edinburgh is below the median for Senior lecturer posts with 25% being female. Monitoring of both external appointments and internal promotion is required to understand these differences and will be investigated by EDMARC. Note that the data in the graphs relates to 2007/08 HESA data.

The figures provide a useful context for one of the strategic priorities in the University's strategic plan relating to increasing the proportion of female academic staff appointed and promoted to lecturer, senior lecturer, reader and professor levels.

Figure 2: Comparison of proportion of female professors in Russell Group institutions, 2007/08

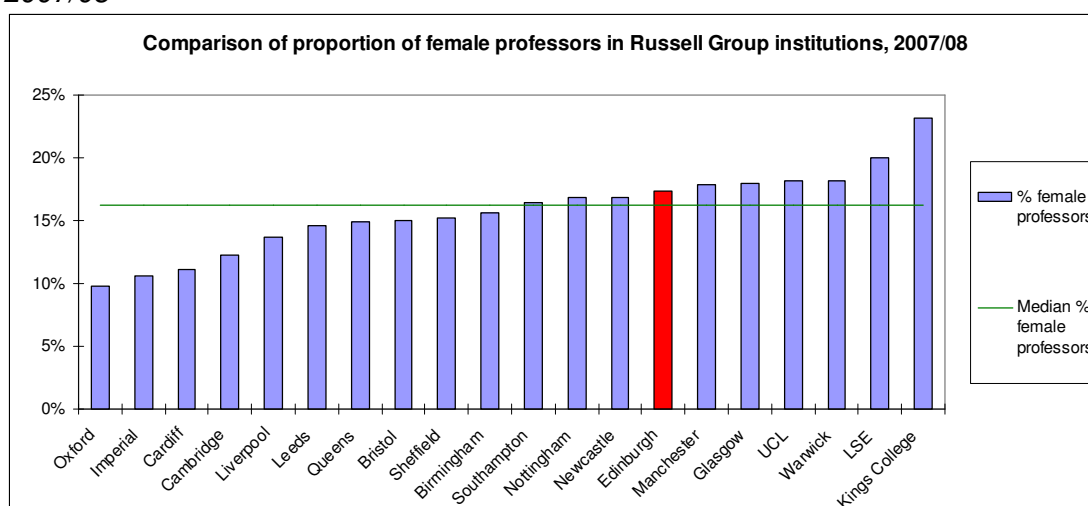
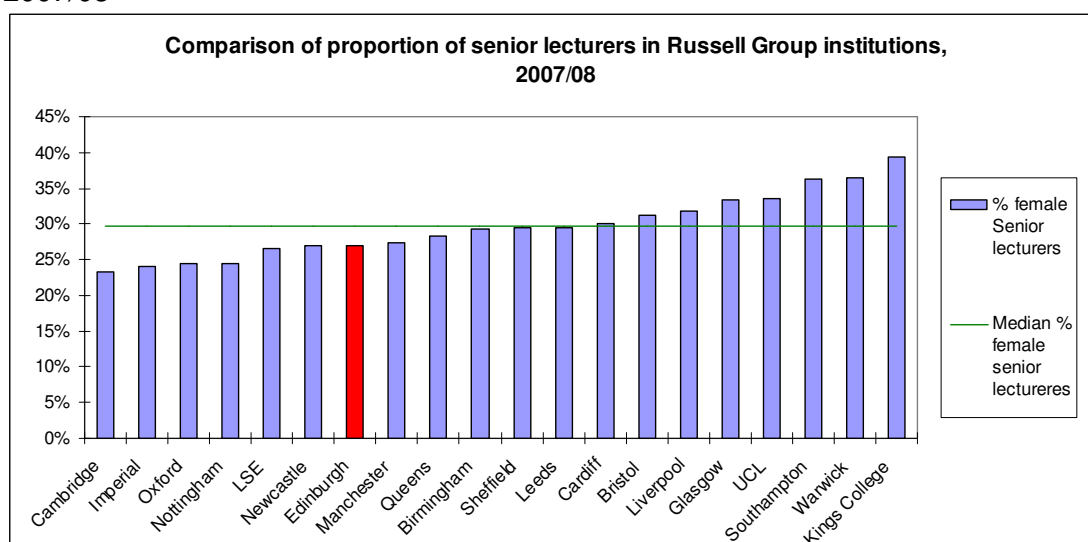


Figure 3: Comparison of proportion of female Senior lecturers in Russell Group, 2007/08



Analysis of data relating to academic and professional support staff by contract type suggests that women are more likely to be employed on a fixed-term contract. Analysis of HESA staff data suggests that the University of Edinburgh has a difference for academic staff that is below the median for the Russell Group.

3.2 Ethnicity

The proportion of all staff who have an ethnic minority background is 9.3% for academic staff and 3.9% for professional support staff. Overall, 6.2% of staff are from an ethnic minority background. Improvements in data collection and data quality have resulted in only 13.7% of staff with an unknown ethnic background now being recorded on the staff database. It should be noted that supplying personal information such as disability and ethnicity is voluntary for staff.

Comparison of the proportion of ethnic minority background academic staff is comparable to other Edinburgh and Scottish Universities although below the average for the Russell Group. The proportion of Professional support staff from an ethnic minority background is higher than other Scottish institutions.

3.3 Disability

Updated figures are presented as a result of a data improvement exercise carried out by Human Resources in the summer of 2009. As a result there has been an increase in the proportion of staff recording a disability. 2.1% of the total staff population declared a disability.

Sarah Cunningham-Burley
Chair, EDMARC
2 March 2010

The University of Edinburgh

Central Management Group

17 March 2010

Data Security & Mobile Working: Update March 2010

Brief description of the paper

This paper updates CMG on actions ongoing to minimise risks to the University resulting from loss of confidential and sensitive data, especially from mobile devices.

Action requested

CMG is invited to note this report.

Resource implications

Does the paper have resource implications?

Yes, minimising risk requires additional effort, although once incorporated into routine working practice these will not be heavily time-consuming procedures.

Risk assessment

Does the paper include a risk assessment? The paper addresses risk reduction.

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

To be presented by

Vice-Principal Professor Jeff Haywood

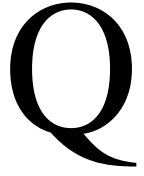
Update: mobile working and data security

At CMG on 20th January 2010, there was discussion of the risks to the University of the increasing use of portable data storage devices as staff and students become more mobile in all aspects of their work. The major risks are from loss of sensitive data containing personal details of staff and students, and data about members of the public involved in activities such as research projects and fund-raising.

Information Technology Committee has recognised the scale of this challenge and began work on mechanisms to minimise the risks. As part of that work, an article was recently published in the BITS Newsletter (http://www.ucs.ed.ac.uk/bits/2010/february_2010/bits.pdf) and guidelines are being drawn up to ensure that there is adequate risk assessment undertaken by Schools and their staff (a template will be created to assist in this). Our approach will be analogous to that used to ensure compliance with good practice in health and safety, handling of hazardous materials and similar risks, namely good practice guidelines, provision of tested tools, training and compliance checking.

I have asked the ITC Workgroup to progress its work as a matter of urgency so that we can begin to liaise with Schools and Support Services about implementing good practice. IS is currently testing some options on its own internal processes.

Jeff Haywood
08/03/2010



The University of Edinburgh

Central Management Group

17 March 2010

Computing Regulations

Brief description of the paper

This paper is the result of the annual review of Computing Regulations. The only difference is to include 'prospective students' within the list of users covered by the regulations.

Action requested

For approval and onward progression to Court.

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

Jeff Haywood (Vice Principal of Knowledge Management and Planning) will present the paper.

Originator of the paper

Brian Gilmore
Director, IT Infrastructure, Information Services

Jo Craiglee
Head of Knowledge Management and IS Planning

University Computing Regulations

The University of Edinburgh has adopted a set of Regulations to cover the use of all its computing and network facilities, by staff, students and any other persons authorised to use them.

Regulations covering the use of Computing Facilities

18th Edition August 2010

Introduction and Definitions

These Regulations cover the use by users of all computing facilities administered on behalf of the University of Edinburgh (hereafter UoE).

As well as these Regulations, users must abide by other policies or codes as relevant, including internal UoE codes such as:

- the Code of Student Discipline
- the relevant staff disciplinary policy
- the Rules for the Guidance of Staff
- the University Data Protection Policy
- the Statement of Professional Standards and
- the Codes of Practice for Dealing with Personal Harassment for staff or students, and any related documents

And external codes such as

- the Acceptable Use Policy of the Joint Academic Network (JANET) available on the Web at <http://www.ja.net/documents/publications/policy/aup.pdf> (PDF)
- the Combined Higher Education Software Team (CHEST) available at <http://www.chest.ac.uk/conduct.html>
- the Computing Regulations or similar codes imposed by remote sites, where their computing facilities are accessed or used by UoE users

It is not the intention of UoE that these Regulations should be used to limit unreasonably recognised academic freedoms.

In these Regulations

"Computing facilities" includes central services as provided by UoE Information Services and any service operated by or on behalf of UoE; UoE School or College computers and services; personally owned computers and peripherals, and remote networks and services, when accessed from or via UoE computing facilities; 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.

"users" include staff, students, prospective students and any other person authorised to use computing facilities

"files" include data and software but do not include manual files.

Regulations

1. Status of Regulations

Breach of these Regulations is a disciplinary offence and may be dealt with under the appropriate disciplinary code or procedures. Where an offence has occurred under UK or Scots law, it may also be reported to the police or other appropriate authority. The rules applicable to investigating breaches or suspected breaches are in [Reg 6](#) below.

2. Private and inappropriate use of computing facilities

Computing facilities are provided solely for use by staff in accordance with their normal duties of employment, and by students in connection with their University education. All other use is private. Private use is allowed, as a privilege and not a right, but if abused will be treated as a breach of these Regulations. Any use which does not breach any other Regulation herein, but nonetheless brings the University into disrepute may also be treated as a breach of these Regulations.

3. Damage of computing facilities

No person shall, unless appropriately authorised, take any action which damages, restricts, or undermines the performance, usability or accessibility of computing facilities; "taking action" may include neglect, where action might reasonably have been expected as part of a user's duties.

4. Compliance with UK civil and criminal law

Users must comply with the provisions of any current UK or Scots law, including but not restricted to:

- a. intellectual property law, including laws concerning copyright, trademarks, and patents
- b. the Computer Misuse Act 1990, and associated instruments
- c. data protection laws, and
- d. the interception and monitoring laws under the Regulation of Investigatory Powers Act 2000 (RIPA 2000).

Under the Lawful Business Regulations (LBR), the UoE draws to the attention of all users the fact that their communications may be intercepted where lawful under RIPA 2000. The full University notice can be found at URL <http://www.ucs.ed.ac.uk/policies/>

Users must also comply with the terms of any licence agreement

between the UoE and a third party which governs the use of hardware, software or access to data.

5. Security, confidentiality and passwords

Users must take all reasonable care to maintain the security of computing facilities and files to which they have been given access. In particular, users must not transfer passwords, or rights to access or use computing facilities, without appropriate authority from the relevant Head of School or nominee or authorised officer. The confidentiality, integrity and security of all personally identifying data held on UoE systems must be respected, even where users have been authorised to access it.

Prior to terminating their relationship with the University, users must make appropriate arrangements for the return, destruction or other disposition of any University computer, equipment or data in their possession.

6. Investigation of breaches

If the UoE suspects any breach or potential breach of the Regulations, it shall have full and unrestricted power to access all relevant computing facilities and files and to take all steps which it may deem reasonable to remove or prevent distribution of any material. UoE may also immediately suspend a user's access to computing facilities pending an investigation by an Authorised Officer or nominee of the University as defined in the relevant Discipline Code. The UoE reserves the right to access or require access to any files held on computing facilities. It may also require that any encrypted data is made available in human-readable form. Any such investigatory action shall not prejudice any final determination of whether a breach occurred.

7. Liability

By using the computing facilities each user agrees that the UoE shall have no liability for

- loss or corruption of any file or files or data, contained therein
- loss or damage (excluding any liability for personal injury or death) to users or to third parties, or their equipment, operating systems or other assets

resulting from the use of the UoE computing facilities or any withdrawal of the use of said facilities at any time by UoE.

Each user agrees that UoE has the right to take legal action against individuals who cause it to suffer loss or damage, including damage to its reputation, or be involved in legal proceedings as a result of their breach of these Regulations, and to seek reimbursement of such loss, or any associated costs including the costs of legal proceedings.

The University of Edinburgh

Central Management Group

17 March 2010

Criminal Record Checks

Brief description of the paper

The paper proposes a change in the job roles to be covered by criminal record checks for child care positions (which include posts involved in teaching and supervising students under 18 years old).

Action requested

For approval.

Resource implications

The proposed change will reduce the number (and therefore cost) of criminal record checks required to be undertaken.

Risk assessment

A risk assessment is provided in paragraphs 9 and 10.

Equality and diversity

In order to ensure that there is no unjustified discrimination against individuals with an offending background a recommendation of appointment should not be withdrawn because of a positive criminal record check unless either:

- there is a legal reason why the individual may not be offered work (paid or unpaid) , for example, the person has applied for a child care position and is disqualified from working with children, or
- the risk involved is too great having given due consideration to (but not exclusively) the nature of the position, together with the circumstances and background of the offences or other information contained on a Disclosure Certificate or provided directly by a police force.

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

Karen Conway, Corporate Human Resources

Review of Job Roles for which Criminal Record Checks are Required

Introduction

1. This paper outlines the wish to amend the University's policy on seeking criminal record checks which arose from the implementation of the Protection of Children (Scotland) Act 2003 (PoCSA) in 2006 - specifically to remove the blanket approach to all teaching posts.

Background

2. In 2006 the University determined its approach to PoCSA following legal advice from Universities Scotland and the University's employment law agents, and considerable debate on the need to manage the risk a breach of PoCSA would present to the University in terms of reputational damage/commission of a criminal offence.
3. PoCSA created a criminal offence for an organisation to offer work (paid or unpaid) in a 'child care position' to, or procure work for, an individual who is disqualified from working with children. Teaching of students under the age of 18 was determined to be the major UoE activity covered by PoCSA. This continues to be the legal position although there is some optimism that the impact may reduce with the revised legislation later in 2010.
4. To demonstrate a defence against the criminal offence UoE has to be able to show that it did not know nor could reasonably be expected to have known that an individual was disqualified from working with children. The only way to do this is to undertake a criminal record check (CRC) (aka 'enhanced disclosure'). The cost of this has risen from £13.60 per check in 2005 to £23 in 2010.

Current Policy Position

5. To manage the potential risk from criminal prosecution/loss of reputation arising from employing an individual in a child care position who is disqualified from working with children CMG previously agreed the approach summarised in Appendix A with the recruiter responsible for ensuring CRCs are undertaken appropriately.

Proposed Change

6. The proposal is to narrow the focus of posts covered by the blanket approach in Para 1, Appendix A, so that only teaching staff whose normal duties include working with students under the age of 18 would continue to be automatically required to have a CRC for a child care position – either at the point of recruitment or when duties change to incorporate this area of work. This would continue to include all open-ended lecturing staff because the activity of teaching under 18s forms part of the normal duties of lecturers even if this is not regular or often. However, in recognition that there are normally no students under 18 in year 3 and beyond (at 31 October 2009 UoE had 439 under 18 undergraduates with 433 in Year 1, 6 in Year 2 and none in subsequent years (HSS 54%, MVM 10%, SCE 36%)) it is proposed to remove the requirement for checks on staff employed in posts that do not and will not involve teaching years 1 and 2.
7. It is proposed, therefore, that staff employed in posts such as:
 - tutors recruited to work with postgraduate students
 - lecturers recruited on time limited contracts (e.g. to cover for research leave) whose duties are specified as undertaking years 3 and 4 teaching and PhD supervisionshould no longer require CRCs. However, they would be required to undertake a CRC on moving into a post whose normal duties would include working with under 18s even if this is not regular or often.

8. This change of approach is proposed in order to reduce the number of CRCs carried out for posts where the normal duties do not and will not involve working with under 18s and to save on the associated charges and administrative costs.

Risk assessment

9. The present blanket coverage of teaching posts was based on a previous risk assessment with input from the University's employment law agent. Their advice has been sought on the proposal above and they have confirmed that in general terms, the revised policy is moving in the direction which will be taken when the Protection of Vulnerable Groups (Scotland) Act 2007 along with the associated regulations come into force.
10. Note: the draft regulations are still under development by the Scottish Government; although implementation was proposed for late 2010 it is possible this will now roll forward into 2011. Under the new legislation the university as a whole will continue to remain outwith the mandatory groups of positions, bodies and institutions which require all staff to be checked. Child care positions will need to continue to be clearly identified as such.

Conclusion

11. CMG is asked to approve the proposed change to the approach to criminal record checks.

Karen Conway
HR Policy Advisor
March 2010

Appendix A - Summary of Current Policy Position on Criminal Record Checks for Child Care Positions

1. A blanket approach be taken to include for Disclosure checking all teaching posts; all tutors and demonstrators (with the exception outlined in ¹ below); course organisers; directors of studies; halls of residence wardens; sport training posts; student counsellors; University health centre clinical staff. Note: All tutors and demonstrators will usually be Disclosure checked prior to taking up duties and this will be undertaken at the same time that the individual's right to work in the UK is checked. However, where this is not reasonably possible the tutor or demonstrator may undertake work with over 18s prior to a satisfactory check being received.
2. Technical posts, research posts and any other posts which meet the criteria of a child care position (as defined by the Act), for example, catering assistants supervising catering facilities; housekeeping posts within student residences or any other work which requires entry to student bedrooms; posts supervising individuals undertaking work experience - inclusion for Disclosure checking to be determined at local level.
3. Where staff groups/posts are determined on a local basis by Schools/Teaching Organisations/Support Departments (or other relevant unit) each local process used to identify posts for Disclosure checking should be subject to a full and written risk assessment to be evaluated by a suitable group which will include input from the University's employment law agent.
4. It is likely that from time to time, staff who were not required to have a check at the point of appointment, move post or have a change in role or duties that results in them subsequently falling within the definition of the Act. In order to safeguard against these instances resulting in a failure to have a check, the same mechanisms established on a devolved basis for appointment processes should be put in place for this area as well, and are then subject to the same evaluation.

2006

¹ All tutors and demonstrators will usually be Disclosure checked prior to taking up duties and this will be undertaken at the same time that the individual's right to work in the UK is checked. However, where this is not reasonably possible the tutor or demonstrator may undertake work with over 18s prior to a satisfactory check being received.

The University of Edinburgh

Central Management Group

17 March 2010

Grade 10 Professorial and Senior Staff Salary Review 2010

Brief description of the paper

This paper seeks approval of the number of awards to be made available in 2010. The Court Remuneration Committee have agreed the proposal for the number of awards to be made available, in terms of retention and reward of senior staff, at their meeting on 8 February 2010.

Action requested

Approval.

Resource implications

All payments will all be met with the relevant College/Support Group budgets.

Risk Assessment

The action is being proposed, in part, to offset retention risks.

Equality and Diversity

An equal pay audit has been received by the Court Remuneration Committee to consider.

Any other relevant information

None

Originator of the paper

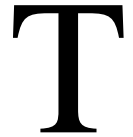
Sheila Gupta, Director of Human Resources
08 February 2010

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? Until the CMG approve the proposal.



The University of Edinburgh

Central Management Group

17 March 2010

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

Brief description of the paper

This paper contains information on the position to date in respect of the 2009/2010 budget.

Action requested

For information.

Resource implications

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

Risk assessment

Does the paper include a risk analysis? No

Equality and diversity

Does the paper have equality and diversity implications? No

Freedom of information

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

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

Originator of the paper

Dr Katherine Novosel
Head of Court Services

To be presented by

Vice-Principal Professor A McMahon

8 March 2010



The University of Edinburgh

Central Management Group

17 March 2010

Climate Action Plan from Sustainability & Environmental Advisory Group (SEAG)

Brief description of the paper

This paper comprises the Climate Action Plan from SEAG. It was circulated widely in draft form to Heads of College, Heads of Schools and all members of SEAG and SEAG Ops in February and has been revised in the light of comments received.

The 2010 Implementation Plan for the Social Responsibility and Sustainability Strategy adopted by Court on 15 February provided a first step towards the 2020 aspirations outlined in the Strategy. It has a specific action on establishing this Plan.

This Plan has also been prepared to meet the University's obligations under the Universities and Colleges Climate Commitment for Scotland to which Court signed up in December 2008. An undertaking was made to prepare a Climate Action Plan and publish it.

It will be unveiled at a celebration of all the Climate Action Plans prepared by signatories of the Climate Commitment to be held at Old College on 25th March.

Action requested

CMG is invited to endorse the Plan for onward transmission to Finance & General Purposes Committee for adoption by Court.

Resource implications

Does the paper have resource implications? Yes – Work will be embedded within staff activity to deliver the University's Strategic Plan, through the energy budget and the Salix revolving fund for energy efficiency projects.

Risk assessment

Does the paper include a risk analysis? Yes. Without a clear plan and ongoing investments in energy infrastructure, new technologies and management techniques there is a risk that fuel costs will double in real terms by 2020 and the University will be exposed to increased carbon levies. This is referred to in the first section of the paper.

Equality and diversity

Does the paper have equality and diversity implications? No

Freedom of information

Can this paper be included in open business? Yes

Originator of the paper

David Somervell, Sustainability Adviser

Other information

Available from David Somervell on request.

Paper to be presented by

Vice Principal Professor Mary Bownes, Convener of SEAG
Nigel Paul, Convener of SEAG Operations

Climate Action Plan 2010

Tackling climate change: future proofing the University

Climate change is one of the global challenges of our time. The University of Edinburgh recognises its moral, legal and practical obligations to take effective action on climate change and welcomes the opportunity to show leadership in doing so. This includes taking action to reduce the carbon footprint of our direct operations which amounted to 58,000 tonnes CO₂e in 2009.

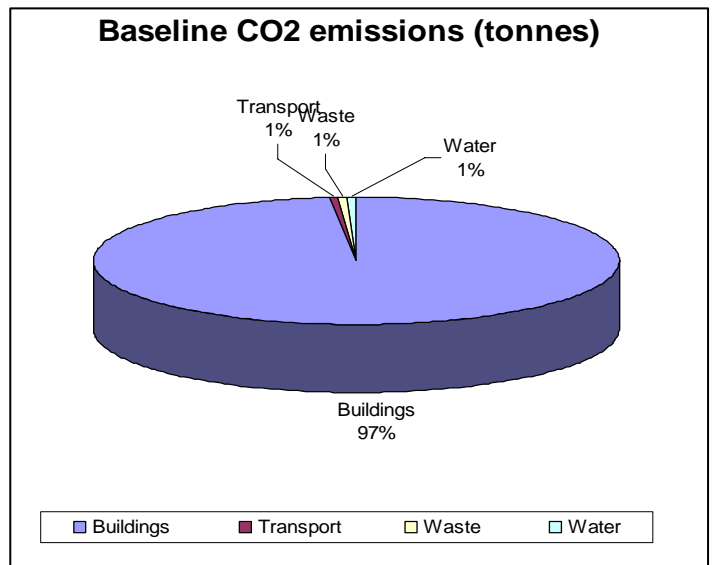
There is a growing recognition across the world of the urgency of tackling a range of difficult, complex and inter-related issues such as human well-being; food, energy and water security; and climate change. The need of governments, businesses and others to understand and respond to these challenges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

The University's **Social Responsibility & Sustainability Strategy** adopted by Court 15 February 2010 sets out our ambitions in this area. This *Climate Action Plan* focuses specifically on the implications of climate change and peak oil for the University and our plans to reduce our emissions and adapt to a changing climate. It is of necessity a work in progress due to the rapidly changing national and international negotiations evolving with goalposts being constantly moved. We shall review it annually.

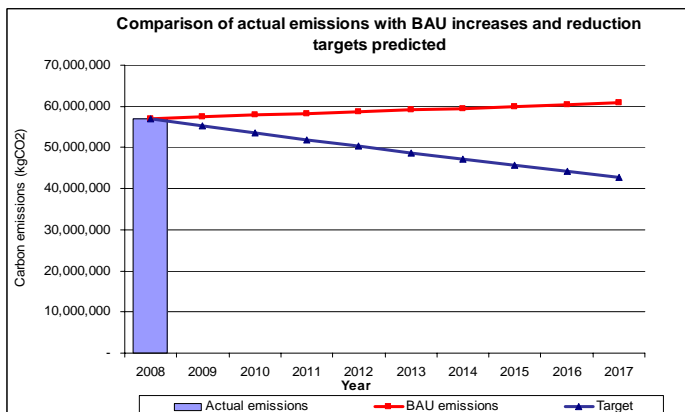
The University is a founder signatory of the **Universities & Colleges Climate Commitment for Scotland** and the Universities UK **University Leaders' statement of intent on sustainable development**. We shall be required to reduce carbon emissions under the *Climate Change (Scotland) Act 2009* and we absolutely need to minimise the impact of rising energy costs on the work and life of the University.

The University's current carbon footprint is around 58,000 tonnes carbon dioxide equivalent (tCO₂e) per year. This is associated with only direct operations of the University – others have estimated total impact from all activities of whole University community to be nearer 335,000 tCO₂e.

The International Energy Agency expects energy prices to rise significantly due to oil, gas and coal depletion and to fiscal measures in the coming years. The costs for providing comfortable, effective space for teaching, research and student accommodation – and for travel for study or business and other carbon intensive activities – will increase unless we invest both in technologies and in techniques to cut emissions. The government's / DEFRA's estimate of 8.3% annual increase has been used in calculating the Value at Stake.



We anticipate our energy bills alone would double in real terms by 2020 without very significant action. Travel and other costs are also likely to increase in real terms. The difference between the likely costs under a Business As Usual scenario and the opportunities identified for reducing carbon emissions is the Value at Stake.



With public spending – and University revenue – expected to be severely constrained for the foreseeable future, such increases could only be met by making savings elsewhere in the University.

If we succeed however in reducing our energy demand – and our carbon footprint – we have the potential to demonstrate leadership. This Climate Action Plan outlines the opportunity to minimise our climate change impacts on people and planet and to maximise the savings in face of increasing energy costs.

Reducing our carbon footprint by up to 34% by 2020; contributing to local and global action on climate change

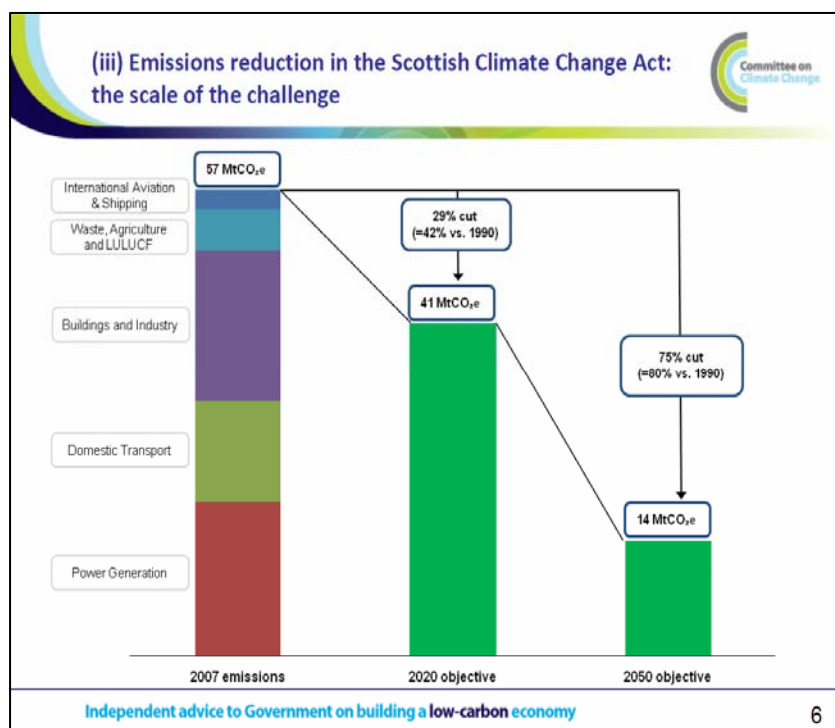
The University recognises the target of 34% carbon reduction 2050 (against a 1990 baseline) by 2020 adopted by Universities UK and the English Funding Council in their Carbon Targets report¹. The Higher Education (HE) sector target in Scotland is likely to reflect the more ambitious 42% reduction by 2020 and by 80% by enshrined in the Climate Change (Scotland) Act 2009.

The Scottish HE target is likely to be set later in 2010 – see graph below provided by UK Climate Change Committee to Scottish Parliament². Building on our previous success in effective energy management we aim to meet that target in the period to 2020. Progress will be reviewed annually and ongoing investment and new organisational practices will be needed once ‘quick wins’ adopted.

We shall take a pro-active approach to reach these targets and there are considerable opportunities to do so. Diverse sources of emissions will be more or less amenable to reduction, and different measures to reduce emissions have different costs and paybacks.

The University, as a signatory of the 10:10 campaign, aims to reduce emissions by 10% in 2010. Overall we plan to reduce our emissions by 20% in the period to 2015.

In achieving these targets, not only will our carbon emissions reduce, but the mix of energy sources we use will change. Some of these changes will be as a result of choices and investments we make, others will be the result of changes in the market and in energy infrastructure – for example, the Scottish Government’s *Climate Change Delivery Plan* anticipates that electricity supply will be largely carbon neutral by 2030.



Achieving these targets rests not only on technical measures, but also using our existing estate and other assets more effectively. We aim to evolve a more flexible, fit for purpose estate that provides the right conditions for world class teaching, research and knowledge exchange.

This *Climate Action Plan* identifies below a range of activities and investments that are already underway and are currently planned. We recognise however not only that the success of many of these initiatives rests on the positive engagement of the University community of staff and students, but also that our academic capacity will be required to help identify opportunities and develop plans for further action.

We therefore encourage and support such participation, including drawing on the expertise of academic colleagues and identifying appropriate opportunities for students, especially MSc students, to carry out relevant research to inform our work in this area. They will help us learn and share the lessons from implementing our Climate Action Plan. See Annex 4.

The priorities for delivering this Climate Action Plan are those set out in our *Social Responsibility and Sustainability Strategy 2010* of which this plan is a major strand:

1. Ensure that the University’s commitments and approach set out in the strategy are embedded promptly and appropriately in all strategies and policies that are currently under review or in development.
2. Support staff effectively as they put this strategy and accompanying implementation plan into place.

¹ Note that the current UK target – enshrined in HEFCE’s carbon reduction target for higher education in England – is 34% against 1990 equivalent to around 48% against 2005 (HEFCE Circulars 2010/01 and 2010/02)

² Scotland’s path to a low-carbon economy - 24 February 2010 www.theccc.org.uk/reports/scottish-report

- 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.

Investing between £20 - £45million to cumulatively save between £5 - £9million each year and up to 30,000 tCO₂e annually by 2020

We aim to meet these targets through a combination of measures including investment in new technologies; more effective space management; and supporting behavioural change across the University community. We shall continue to contribute to wider societal action on climate change through our teaching and learning, research and knowledge exchange – including sharing our experience of delivering these commitments.

Our existing Climate Action projects and those planned for 2010-2011 are summarised in Annex 2.

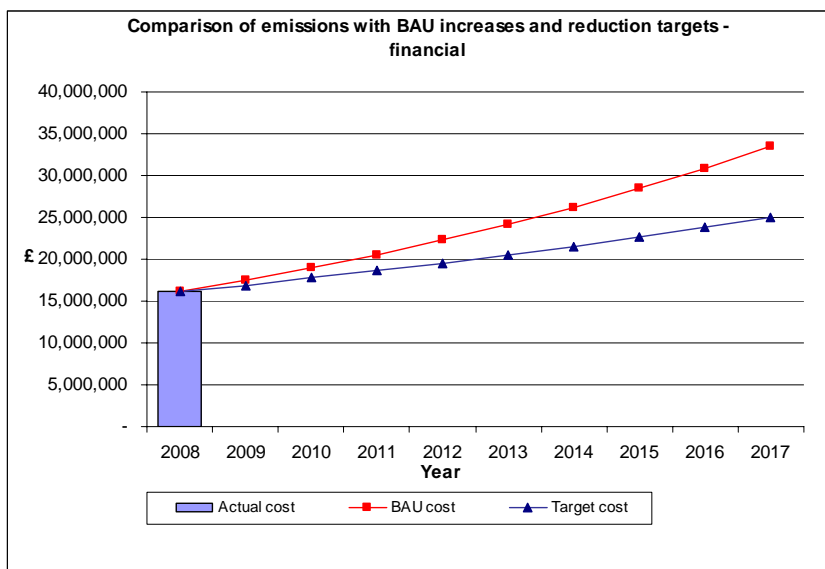
The framework for annual implementation plans to achieve wider ambition in period to 2020 is set out below:

- Energy efficiency projects:** Projects with a total value of £10million, are anticipated to deliver annual savings of £3m and 8,000 tCO₂e. Other projects planned for implementation in the period but subject to funding: – with a total value of c£5million – are anticipated to deliver annual savings of £1.2m / 4,000tCO₂e. These include updated Switch and Save, Transition Edinburgh, Green ICT and devolution.
- Energy infrastructure projects:** Projects with a total value of £10million, anticipated to deliver annual savings of £2m and 7,500 tCO₂e. Future projects planned but not yet funded: Infrastructure projects with a total value of £5million, anticipated to deliver annual savings of £1million and 3,000 tCO₂e. Potential projects under development include George Sq Ph 2 CHP extension to Holyrood undertaken by UoEUSCo.
- Sustainable estates development:** The University’s Estates Strategy 2010 – 20 is in preparation and will, in addition to Climate Actions in Annex 2, also confirm exacting energy and sustainability standards to be achieved in developing and maintaining our estate to meet BREEAM for Higher Education standards. Depending on funding allocations contributions to capital projects to a total value of £15million could deliver annual savings of £2million and 7,500 tCO₂e
- Waste reduction & recycling:** The University’s waste management plan published in March 2010 sets 3% annual target for waste reduction. This will support a small related emissions reduction to 2020.
- Sustainable travel planning:** Site specific travel plans and targets covering staff and student commuting will be established in 2010 following the completion of our travel survey. By 2011 the University will also develop and implement a business travel plan and reduce the carbon footprint of University vehicle fleet.
- Responsible procurement of goods and services:** The University will continue to deliver a sustainable procurement plan in 2010 to identify opportunities for engagement with our supply chain to cut emissions.

This framework set us on track to achieve over half of our target reductions by 2015. In addition to specific projects we shall develop a number of academic initiatives to engage with and draw on the expertise of the University community and to share experience with partner organisations locally and globally.

In 2010 the University will undertake a range of actions in implementing its *Social Responsibility and Sustainability Strategy* to further embed consideration of climate change and other social responsibility and sustainability issues in *learning and teaching; research and knowledge exchange;* and in the way we support and manage our *people, services and infrastructure.*

See specifically Transition Edinburgh University – the student and staff led project supported by the Scottish Government’s Climate Challenge Fund. These actions build on our existing commitment and expertise in research and teaching – see Annex 4.



[NOTE – Graph to be re-presented with data from Carbon Trust consultants]

Working together to deliver results

This Climate Action Plan sets out our framework for action. It will be revised and updated annually. Successful delivery will in addition require active support of colleagues across the University as we evaluate and introduce new technologies and new ways of working – to maximise our capacity to shape the future and attract and develop the world's most promising students and outstanding staff.

The development and delivery of the Climate Action Plan is supervised by the Sustainability and Environment Advisory Group (Operations) convened by Nigel Paul, Director of Corporate Services. It provides technical guidance to Central Management Group via Sustainability and Environmental Advisory Group (SEAG) convened by Vice-Principal Mary Bownes who acts as Academic Sponsor. See Annex 5.

Annex 1 The University's carbon footprint

[Final version of the Footprint calculation to be inserted before publication following analysis undertaken with assistance from the Carbon Trust]

Annex 2 Climate Action Projects – Initial Investments in 2009-11 [Summary from Salix]

Building Name	Project Description	Fuel Type	tCO2 p.a.	Pay Back	Proj + Admin	Savings p.a.
Geo Sq Theatre	Electric to CHP DH	Electricity	328	3.3	£227,065	£65,288
David Hume Tower	Lecture Th AHU's	Electricity	259	3.6	£148,516	£36,052
David Hume Tower	Refectory Heating	Electricity	429	3.3	£34,073	£9,708
21/22 George Sq	Electric to CHP DH	Elec /Gas	31	4.9	£38,525	£6,864
55 George Sq	Electric to CHP DH	Elec /Gas	24		£29,900	£5,304
56 George Sq	Electric to CHP DH	Elec /Gas	30		£37,375	£6,630
57 George Sq	Electric to CHP DH	Elec /Gas	22		£27,025	£4,914
58 George Sq	Electric to CHP DH	Elec /Gas	15	4.9	£18,975	£3,354
Ashworth 2 & 3	Hi efficiency chiller	Electricity	38	4.6	£43,700	£7,551
Ashworth Extension	Cavity Wall Insul'n	Insulation	11	7	£14,145	£1,750
Ashworth 2 - Level 4	Double Glazing	Insulation	11	7	£13,800	£1,708
Informatics Forum	Dist CWS Cooling	Cooling	64	4.2	£46,000	£10,800
Appleton Tower	Dist CWS Cooling	Cooling	54	4.5	£40,250	£10,800
59 George Sq	Electric to CHP DH	Elec /Gas	31	4.9	£39,100	£6,942
60 George Sq	Electric to CHP DH	Elec /Gas	24	4.8	£29,900	£5,382
Commisioned	Drawdown & Repayment		1,370		£788,348	£183,047
16 George Sq	Electric to CHP DH	Elec /Gas	19	4.9	£23,920	£4,329
17 George Sq	Electric to CHP DH	Elec /Gas	19	4.8	£23,920	£4,329
18 George Sq	Electric to CHP DH	Elec /Gas	20	4.8	£23,920	£4,329
19 George Sq	Electric to CHP DH	Elec /Gas	19	4.9	£23,920	£4,251
20 George Sq	Electric to CHP DH	Elec /Gas	19	4.8	£23,173	£4,212
Committed	Drawdown & Repayment		96		£118,853	£21,450
Committed	Current Rotating Fund Value		£495k Salix+£495k Gov		£247.5k Uni	
Charteris Land	Insulation	Insulation	62	6.5	£93,001	£12,525
Charteris Land	Heating	Gas	38	5.5	£55,000	£8,618
JCMB Insulation	Insulation	Insulation			£11,500	
SCRM Chillers	High efficiency chiller	Cooling	170	4.7	£152,950	£28,529
JB Decant Lab	Ins'n +Dbl glazing	Insulation	2		£17,250	£5,600
JCMB Server Room	Distr CWS Cooling	Cooling	54	3.7	£46,000	£10,800
JCMB Main Chillers	Distr CWS Cooling	Cooling	54	3.7	£46,000	£10,800
QMRI - Savawatt	Power save	Elec	54	2.2	£17,250	£6,971
JMCPHR Savawatt	Power Save	Elec	29	2.9	£12,650	£3,765
30 Buccleuch Place	Electric to CHP DH	Elec /Gas		4.9	£25,300	£4,454
31 Buccleuch Place	Electric to CHP DH	Elec /Gas		4.9	£25,300	£4,454
32 Buccleuch Place	Electric to CHP DH	Elec /Gas		4.9	£25,300	£4,454
33 Buccleuch Place	Electric to CHP DH	Elec /Gas		4.9	£25,300	£4,454
Hugh Robson	Lvl 1-4 L'ting Contr	Elec	32	3.0	£16,100	£4,713
TBC	Voltage Stabilis'n					
Pipeline		drawdown	495		£568,900	£110,136
Totals			1,961		£1,476,101	£314,633

Annex 3 Social Responsibility & Sustainability Strategy Implementation

Action 4.2 Implement the first phase of the climate action plan and devolve energy budgets to make evident consumption and raise awareness of carbon impact of activities

Lead Contact: Angus Currie, Director of Estates and Buildings

Contributing to the following objectives

PSI 3 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.

PSI 5 Establish efficient and effective systems to record, report and act on our main social and environmental impacts.

P 1 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.

Context

The University has signed up 10:10 – undertaking to try our best to reduce carbon emissions from the wider University community by 10% by 2010. HEFCE have consulted on carbon targets and appear likely to accept a sector-wide target aligned to the UK 34% by 2020 national target.

Tasks

- Finalise our Climate Commitment 2015 and 2020 carbon reduction targets by **March 2010**
- Approve a five year energy efficiency investment programme using the revolving fund by **May 2010**
- Finalise plans for the devolution of energy budgets to School and Department level by **August 2010**
- Introduce new monitoring methodology to meet with government reporting requirements by **Sept 2010**.

Related Actions and possible future tasks

Deliver Transition Edinburgh University project aiming to cut the emissions from the 37,000 students and staff by 10% in 2010 in response to the challenges of climate change and peak oil – delivering the 10:10 campaign undertaking.

Annex 4 Research Centres & Teaching Related to Climate Change

The list below is a partial list of relevant research and teaching. A comprehensive list is being prepared and academic colleagues are invited to notify Sustainability Adviser of new initiatives.

- Edinburgh Climate Change Centre
- UK Biochar Research Centre
- Carbon Capture & Storage Centre and
- Masters programmes: Carbon Management, Sustainable Energy Systems etc

Annex 5 Management and Governance of the Climate Action Plan

Members of SEAG Ops include Directors of Estates and Buildings and Finance, Representatives of all three Colleges and two main Support Groups, Assistant Director of Estates & Buildings, E&B Management Accountant, and Energy Manager. The Sustainability Adviser and Engineering Operations Manager support the group as Project Leaders. The Group meets three times a year and reports up to CMG via SEAG.

The Assistant Director of Estates & Buildings will convene a monthly progress meeting to ensure the Plan is implemented timeously.

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