

**Agenda for a meeting of the Central Management Group
to be held at 10.30 pm on Wednesday, 21 April 2010
in the Raeburn Room, Old College**

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2	Matters Arising	
3	Principal's Business	
3.1	Principal's Communications	
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FOR DISCUSSION		
4	Annual Planning Submissions for 2010-2011 (closed)	C
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6	Draft Estate Strategy 2010-2020 (closed)	E
7	Corporate Performance Measurement: Proposal	F
8	Progressing Discussions on Employment Procedures (closed)	G
9	Report from Pensions' Working Party (closed)	H
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11	Full Economic Costing Group – terms of reference	J
12	Update on Academic & Financial Planning Issues for the School of Education (closed)	K
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FOR INFORMATION/FORMAL APPROVAL

14	Management Accounts – eight months to 31 March 2010 (closed)	M
15	Quarterly Health and Safety Report for Jan-Mar 2010	N
16	Report from the Estates Committee held on 31 March 2010 (closed)	O
17	Student Volunteering	P
18	Museum and Galleries Collections Policies Document 2010/2015	Q
19	Reconfiguration of the Edinburgh International Development Centre (EIDC)	R
20	Laigh Year Regulations for EUSA/Sports Union Office Bearers	S
21	“E-mail for Life”	T
22	Establishment of Chair of Critical Care and Change in title of established Chair of Anaesthesia, Critical Care and Pain Medicine	U
23	Dates of meetings 2010/2011	V
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Wednesday, 19 May 2010 at 10.30 am in the Raeburn Room, Old College



Central Management Group

Wednesday 17 March 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 R Kenway
Vice-Principal Professor D Miell
Vice-Principal Professor Sir John Savill
Vice-Principal Professor L Waterhouse
Mr M D Cornish
Mr N A L Paul

In attendance: Mr I Conn
Dr A R Cornish
Mr A Currie
Mr J Gorringe
Ms S Gupta
Mr D Waddell
Dr J Martin (on behalf of Vice-Principal Professor Brown)
Ms E Welch (for item 10 only)
Dr K J Novosel

Apologies: Vice-Principal Professor N Brown
Vice-Principal Professor D Fergusson

1 MINUTE OF THE MEETING HELD ON 20 JANUARY 2010

Paper A

The Minute of the meeting held on the 20 January 2010 was approved as a correct record.

CMG welcomed Vice-Principal Professor Dorothy Miell to this her first meeting of CMG as Head of the College of Humanities and Social Science.

2 MATTERS ARISING

2.1 Public Holidays

It was noted that the consultation on the new arrangements for public holidays had been completed satisfactorily and the arrangements had now been introduced with effect from 1 January 2010. It was further noted that Assistant Principal Dr Rigby had circulated a statement by email confirming that as a result of these changes Semester 1 teaching block next academic session would start on Monday 20 September 2010 and that this first day was a teaching day and not a public holiday.

2.2 New Medical School – proposed use of resources received from SFC

Following discussion at the Finance and General Purposes Committee on 1 February 2010, Court at its meeting on 15 February 2010 had approved an amendment to the proposals presented to CMG on the 20 January 2010 and agreed that the sum of £580k previously to be allocated to EUCLID would now be allocated to the King's Buildings Library and Resource Centre.

3 PRINCIPAL'S BUSINESS

The Principal reported on the following matters: high profile of University's work on all aspects of climate change including carbon storage research; the successful visit by the UK's Technology Strategy Board; the positive media reporting of the merger proposals in respect of eca; the anticipated impact of cuts in public funding; discussions with the Scottish Agricultural College; and the number of recent positive media articles including the recent research on gender characteristics in chickens.

3.1 Principal's Strategy Group

Paper B

CMG noted the report.

FOR DISCUSSION

4 DRAFT PLANNING SUBMISSIONS 2010/2011 (CLOSED)

Paper C

CMG noted the guidance issued in respect of taking forward the 2010/2011 planning round and noted that final plans for each of the Colleges and Support Groups would be considered at the next meeting of CMG. There was general discussion on the inclusion of activities on enhancing the student experience within plans and it was agreed that this would be discussed at a future PSG.

4.1 CHSS

Paper C1

It was noted that the plan should be considered as a being at an early drafting stage particularly given that Vice-Principal Professor Miell had only taken up post on 1 March 2010. CMG noted the major focus and activities in the College in 2010/2011.

4.2 CMVM

Paper C2

The plan set out the five principal objectives for the College over the next 18 months with the projection that a breakeven position would be achievable at 31 July 2011. CMG welcomed the continuing achievements of the School of Biomedical Sciences in the Athena Swan project and suggested that it might be helpful to include within the plan information on the transport challenges around the expansion of the outlining campuses.

4.3 CSE

Paper C3

It was noted that within the plan there was a focus on income generation: increased numbers of international students, development of postgraduate taught and research programmes and research income, and also on improving the student experience: improving the physical environment at KB including in particular library and learning facilities.

4.4 CSG Paper C4

The three overall objectives of CSG for the coming year were noted, in particular managing the impact of the financial climate and the significant estate programme including flexibility to enable quick responses to opportunities. CMG further noted the importance of the timetabling project.

4.5 ISG Paper C5

The principal themes of the plan were noted including improving the resilience of current systems and continuing support for the major University wide projects. It was further noted that an international focus on the web was a top priority for the University and that sustainability should also be featured.

4.6 SASG Paper C6

The CMG noted the restructuring which was being undertaken within SASG including the integration of Academic Affairs within Registry and the reduction in management layers resulting in the discontinuation of one third of grade 10 posts. CMG highlighted the importance of the work required to support the new Senate Committee structure and quality assurance/enhancement processes.

The joint planning submission from SASG and ISG was noted in respect of governance of and support for the Student and Course Administration Systems after the EUCLID project finished at the end of December 2010.

4.7 Student Unions Paper C7

CMG welcomed the planning approach of the Student Unions and was supportive of providing additional funds to take forward societies development should funding become available. Some caution was expressed on the reliance within the plans of income from the Edinburgh Festivals given the increasing health and safety issues with some of the venues.

5 FINANCIAL UPDATE (CLOSED) Paper D

The current position in respect of SFC funding and anticipated impact was noted and the on-going negotiations regarding USS and the continuing commitment to produce proposals for consultation in April 2010. The information on the post approval process and voluntary severance was noted.

6 ACADEMIC AND FINANCIAL PLANNING ISSUES FOR THE SCHOOL OF EDUCATION (CLOSED) Paper E

CMG noted that it had previously received information at its meetings on 18 November 2009 and 20 January 2010 regarding the implications for the School of Education of the Scottish Government's decision to reduce the number of Initial Teacher Education (ITE) students it would fund in 2010/2011 and the estimated reduction in the recurrent budget for the School. As a result, Court at its meeting on 15 February 2010 on the recommendation of CMG had approved the establishment of a Redundancy Committee in accordance with the Commissioners' Ordinance for academic staff and noted that it would be for CMG to take forward arrangements to manage reductions in support staff.

CMG approved the recommendation of the ITE Planning Group to establish a Redundancy Committee for support staff, based on the business case justifications contained in this and previous papers to CMG. It further agreed to delegate authority to the Redundancy Committee to define criteria, if necessary, of individuals selected for redundancy to achieve reductions in support staff expenditure in the School of Education as set out in a) to c) in the paper. CMG noted that all reasonable steps would be taken to secure staff losses by voluntary means.

The on-going work to identify recurrent savings was noted and the discussions with staff and trade unions. CMG further noted the position on the availability of transitional funding from the SFC and that bids had been submitted to access these resources under curriculum for excellence.

7 EUCLID: UPDATE REPORT Paper F

The progress in taking forward the EUCLID project was noted in particular the successful testing results of the IT infrastructure.

8 NEW FINANCIAL ARRANGEMENTS FOR THE BUSINESS SCHOOL (CLOSED) Paper G

CMG approved the proposed financial model for the Business School.

9 INTERNATIONALISATION STRATEGY: UPDATE Paper H

The significant progress in taking forward the Internationalisation Strategic Plan was welcomed by the Group and the production of the Edinburgh Global Annual Report 2009 setting out achievements during the year. The launch of the website and the Global Academies were particularly commended. The tabled paper on expenditure was noted.

10 SBS REFORMS (CLOSED) Paper I

CMG noted the update report on the activities of the Pensions' Working Party and the proposals made to the SBS Trustees as set out in Appendix A, in particular the changes proposed at a, e and f. The current approach was supported by CMG and it was suggested that as there was some flexibility around the cap of a 2.5% inflation uplift for each year and that it may be helpful to provide further information on this area now as part of the consultation process.

It was noted that the consultation, at the request of the SBS Trustees, would now commence on 15 April 2010 and the timetable would be appropriately amended to reflect this revised start date; the Court meeting on 21 June 2010 would however still receive the outcome of the consultation. It was further intimated that careful consideration would be given to how the consultation was conducted, the level of information provided and to ensuring that all those affected received the notification: use of external addresses was advised.

FOR INFORMATION/FORMAL APPROVAL

- 11** **MANAGEMENT ACCOUNTS – SIX MONTHS TO 31 JANUARY 2010 (CLOSED)** **Paper J**
- The satisfactory half yearly financial position as set out in the top-level management accounts was welcomed.
- 12** **QUARTER 2 MANAGEMENT ACCOUNTS FORECAST 2009-2010 (CLOSED)** **Paper K**
- The Q2 forecast based on the January 2010 management accounts anticipated a year end University Group surplus of £10.594m, a slight increase from the Q1 forecast; CMG noted the reasons for the movement. Overall, the University remained in a solid financial position.
- 13** **REPORT OF STAFF COMMITTEE** **Paper L**
- CMG noted the continuing work of the Staff Committee and in particular the good practice being promoted in respect of Saturday and out of hours evening working. The data on absence levels and staff turnover which compared favourably with sector averages was welcomed.
- 14** **REPORT OF SPACE MANAGEMENT GROUP** **Paper M**
- The recommendations in respect of the introduction of a second cut off date for the room booking process, the shortening of the booking request period by one week and the inclusion of CMVM rooms into the booking system for 2010/2011 were approved. CMG further supported and approved the NPRAS rates associated with projects that had started on site and those that had not in respect of the rates agreed in June 2007.
- 15** **FEES STRATEGY GROUP (CLOSED)** **Paper N**
- CMG approved the increase of 4% for standard fee rates for undergraduate, postgraduate taught and postgraduate research for 2011/2012 for those fees not set by the Scottish Government. It welcomed the introduction of a new fee spine point 0 between the standard postgraduate taught fee rate and fee spine point 1 and that as many new programmes as possible were being placed on a fee spine point.
- CMG further approved the non-standard fee rates for 2010/2011 and 2011/2012 and noted that following the meeting it had now been agreed that fees for the new Professional Doctorate in Psychotherapy and Counselling could be placed on the fee spine rather than being on non-standard fee; CMG approved the proposed fee structure for this Doctorate programme. The Registry fees for 2011/2012 for matriculation/re-examination, annual continuation fees and postgraduate examination and re-submission fees were approved; uplifts were in line with the previously agreed policy.
- 16** **EDMARC REPORT** **Paper O**
- This first report from the Equal and Diversity Monitoring and Research Committee (formerly EOTAG) setting out an analyses of student and staff data

was welcomed by CMG. The Group in particular noted with interest the detailed breakdown information of student data at School and College and the information on the proportion of women in Senior Lecturer and Professor posts at Edinburgh compared to other Russell Group Institutions; women remained under-represented in higher-grade academic posts and CMG welcomed that EDMARC would be looking at this issue in more depth.

- 17 DATA SECURITY AND MOBILE WORKING: UPDATE Paper P**
- CMG noted the report and the actions being taken to mitigate the risks associated with all aspects of increased mobile working by students and staff.
- 18 COMPUTING REGULATIONS Paper Q**
- CMG endorsed the Computing Regulations and recommended their adoption to Court.
- 19 CRIMINAL RECORD CHECKS Paper R**
- CMG approved the proposals as set out in the paper.
- 20 GRADE 10 PROFESSORIAL AND SENIOR STAFF SALARY REVIEW 2010 (CLOSED) Paper S**
- CMG endorsed the importance of retaining and rewarding senior staff and agreed that the existing level of awards (102 incremental and 32 lump sum awards) should remain available in respect of the 2010 grade 10 Professorial and Senior Staff Salary Review.
- 21 VP CONTINGENCY FUND; UPDATE (CLOSED) Paper T**
- The resources still uncommitted within the Vice-Principal's contingency fund were noted. CMG further noted the breakdown of the funds allocated to date, in particular the additional resources provided to SASG to support increased demands on student support services as a result of the high student intake in 2009/2010.
- 22 CLIMATE ACTION PLAN FROM SUSTAINABILITY & ENVIRONMENTAL ADVISORY GROUP (SEAG) Paper U**
- CMG was supportive of the sustainability agenda and reducing the University's carbon footprint and endorsed the Action Plan. It asked however that prior to consideration of the Climate Action Plan 2010 by the Finance and General Purposes Committee and Court for amendments to be made to clarify a number of matters in the Plan, in particular on the financial assumptions of the investment and returns in taking forward this Plan and on carbon emissions levels.
- 23 DATE OF NEXT MEETING**
- Wednesday, 21 April 2010 at 10.30 am in the Raeburn Room, Old College.

The University of Edinburgh

Central Management Group

21 April 2010

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

B

Amongst the items discussed were:

1. ERI performance indicators for the six months to January 2010

The Group discussed the University's performance in relation to grant applications, awards and commercialisation activity for the first six months of 2009-10. The Group stressed the importance of Heads of College and College Deans of Research continuing to encourage colleagues to make applications and to consider diversification by considering international opportunities and by looking to sources such as the EU and the European Research Council.

2. Annual Planning Submissions

Members considered the draft annual planning submissions from Colleges, Support Groups and the Student Unions and offered comments and suggestions in relation to each plan prior to discussion of the documents at CMG.

3. Income and Expenditure Model

PSG noted the updated indicative figures provided in the paper and briefly discussed the forthcoming review of the model.

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

Amongst the items discussed were:

1. Report of the Steering Group for the Review of Support Activities

The Group discussed the next stages of this process in relation to the preparation of a paper to be presented to the May meeting of Court. Members noted that discussions about the appropriate locus for any activity would need to be framed in a manner which recognised the Court's responsibilities as the University's legal persona and employer.

2. Corporate Performance Measurement

The Group discussed the University's performance measurement framework. Members commented positively on the Strategic Plan, the easy to recall nature of its structure and the consequent opportunity to develop memorable PIs around the Plan's 12 highest level targets in the hope these would similarly be widely adopted throughout the organisation and in college and support group performance measurement.



The University of Edinburgh

Central Management Group

21 April 2010

Annual Planning Submissions for 2010-11

Brief description of the paper

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

Action requested

For discussion.

Resource implications

Resource implications are addressed in the plans and financial forecasts.

Included as part of each submission is a 3 year financial forecast.

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 2009-10.

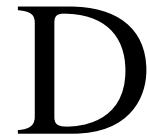
Any other relevant information

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

12 April 2010



The University of Edinburgh

Central Management Group

21 April 2010

Proposals for the allocation of resources for 2010-11

Brief description of the paper

This paper contains the proposals for outcomes from the planning round for 2010-11 which were discussed at the Principal's Strategy Group on 14 April 2010.

Action requested

CMG is asked to comment on the proposals and to approve the NPRAS exceptions detailed in Appendix 2(b).

Resource implications

The proposals are based on revised estimates of the University's unrestricted income in 2010-11 prepared following receipt of the SFC grant letters for 2010-11 and Colleges estimates of unrestricted income in 2010-11.

Risk assessment

As detailed in paper.

Equality and diversity

Issues of equality and diversity are taken into account as part of the annual planning round.

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

To be presented by April McMahon, Vice-Principal, Planning and Resources

Originator of the paper

Alexis Cornish, Director of Planning and Deputy Secretary
April McMahon, Vice-Principal Planning, Resources and Research Policy

14 April 2010



The University of Edinburgh

Central Management Group

21 April 2010

University's Estate Strategy 2010-2020

Brief description of the paper

At its Away Day on 22 March, Court discussed an advanced draft of the Estate Strategy in detail. Court re-affirmed the approach that had been taken to developing the 2010-2020 Strategy, in particular noting that we had not conducted a full option appraisal of the entire estate, which would have included an assessment of a 'green field site' option. Court also made comments on the content of the Strategy, including the vision for the estate, and the attached version incorporates these comments as appropriate.

Action requested

The Group is invited to comment on the latest draft as we work towards the final stages of the drafting process. Court will have a further opportunity to review a draft on 24 May. Key meeting dates in terms of signing off the final draft are given below.

ES Steering Group meeting – to sign off near final draft	6 May
F&GPC meeting - further draft incorporating Court and CMG feedback	10 May 2010
Court to review further draft	24 May 2010
Estates Committee sign off	2 June 2010
CMG sign off	16 June 2010
Court meeting - approve final draft	21 June 2010
Submission to Scottish Funding Council	August 2010

Resource implications

Does the paper have resource implications? Yes, these are described in Chapter 6, the section on Finance.

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, not until the Estate Strategy is published.

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

Any other relevant information

None

Originator of the paper

Maureen Masson, Business Manager, Estates and Buildings, with input from many colleagues in Estates and Buildings and across the University

To be presented by

The Vice-Principal for Planning, Resources and Research Policy

The University of Edinburgh

Central Management Group

21 April 2010

Corporate Performance Measurement: Proposal

Brief description of the paper

This paper presents a proposal to develop a single corporate performance measurement report to present the University's performance against all of its corporate indicators and targets.

To do this, existing indicators and targets would be brought together to form a single set, with each individual measure categorised/tagged according to its correspondence with: our Strategic Plan goals, enablers and strategic themes; our Balanced Scorecard perspectives; the Government's Outcomes; the risks set out in our Risk Register and any other relevant planning frameworks.

Action requested

For comment.

Resource implications

None.

Risk assessment

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

Equality and diversity

Targets 10.1 – 10.3 in the 'Promoting equality, diversity, sustainability and social diversity' Strategic Theme of the Strategic Plan, and Balanced Scorecard indicators 7, 21 and 22, have equality and diversity implications.

Freedom of information

Can this paper be included in open business? Yes

Any other relevant information

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

Originator of the paper

Rona Smith, Senior Strategic Planner
Alexis Cornish, Director of Planning and Deputy Secretary
Governance and Strategic Planning
29 March 2010

Corporate Performance Measurement Proposal

1. Background

- The University introduced a Balanced Scorecard performance measurement tool in 2002/03. This is comprised of 32 indicators which are evenly distributed across 4 perspectives: organisational development, financial, stakeholder and internal business. Some indicators have been changed, however most remain as per the original scorecard.
- The University's current Strategic Plan 2008-12 is structured around 3 goals, which represent our business, 3 enablers which represent what we need to deliver in order to achieve our strategic goals, and 6 strategic themes which direct our approach to achieving these goals. Via the achievement of 33 targets, the aim of these goals, enablers and themes is to realise the University's Vision.
- Indicators and targets are complementary for performance monitoring:
 - Indicators are numbers or ratios which can show relative change over time.
 - Quantitative targets are values we would like indicators to achieve by a given time.
 - Some indicators are monitored without there being a specific target (e.g. proportion of undergraduates from Scotland).
 - Some (qualitative) targets are not based on a numerical indicator.

2. Drivers for change

We now feel that there is room to consolidate and improve on the current dual corporate performance measurement systems which have been developed around the Balanced Scorecard indicators and the Strategic Plan targets:

- The prominence of the University's Strategic Plan has increased significantly since we moved to a 4 year strategic planning cycle in 2004. The structure and contents of the plan are now fully integrated with the annual planning process and the Strategic Plan is now widely understood to be the cornerstone around which longer-term cross-cutting University strategies must be developed.
- Although the Balanced Scorecard was reviewed in 2006, in the context of the Strategic Plan 2004-08, and its indicators were mapped to the then Strategic Plan, the reporting process and timing are not synchronised with those for the Strategic Plan targets. In addition, it is not always straightforward to articulate the connections, and differences, between the two performance measurement systems.
- As set out in the JISC Strategy InfoKit, to which Edinburgh provided input as an expert reviewer: 'One of the key roles of Key Performance Indicators (KPIs) is to give substance to the high level aspirations outlined in the organisation's strategic documents and in doing so to make them both more tangible to those who must make progress towards them and those whose job it is to measure progress. As such, it is important that the KPIs developed stem directly from these other strategic plans and statements and do not operate separately and in parallel to them.'
- Particularly in the current economic and political climate, there is a growing need to clearly articulate our performance in the context of our Risk Register and, in the context of forthcoming Outcome Agreements, the Government's National Planning Framework plus the Scottish Funding Council's Corporate Plan.

- Prompted in part by the various Committee of University Chairmen (CUC) reports on this subject, members of Court are taking a greater role in directing strategy and are looking for more clearly structured and regular means of ascertaining the University's performance across a range of measures.

3. Proposal

Taking all of the above into account, our proposal is as follows:

Corporate Performance Measurement system

- Bring existing indicators and targets together to form a single set, with each individual measure categorised/tagged according to its correspondence with: the Strategic Plan goals, enablers and strategic themes; the Balanced Scorecard perspectives; the Government's Outcomes; the risks set out in the Risk Register and any other relevant planning frameworks.
- Develop a single corporate performance measurement report to present high level performance in a way in which users can interact with the report to get the presentation most suitable for their purpose: the report should be able to be sorted by any one of the above dimensions (i.e. the headings below), or indeed by performance category, and be able to be presented at its highest level on a single page, as per the following illustration:

Indicator	Target	Strategic Plan goal/enabler/theme	Balanced Scorecard perspective	Scottish Government National Outcome	Risk	Other dimensions as appropriate/relevant	Performance Category
Indicator A	remain above Russ Gp median	Excellence in research	Stakeholder	9	1		▲
Indicator B	increase by X% by 2012	Quality infrastructure	Organisational Development	4	4		▼
Indicator C	-	Enhancing our student experience	Financial	7	8		—
etc							

- Ensure we retain the ability to present our performance in the form of a 'Balanced Scorecard' such that the interconnections between measures can be detected and the ability to 'balance' measures across the 4 perspectives is preserved.
- For each indicator and target, develop the necessary background supporting information covering the what, why, who, how often, etc.
- Implement a robust traffic light/arrow style approach to reporting performance, underpinned by careful consideration, measure by measure, of what constitutes improving, unchanged, or deteriorating performance (or whatever terms are adopted) – if deemed appropriate, model this around Government's Performance Framework.
- Present the main performance report, as per the current Strategic Plan targets report, once a year in October, as a lead-in to the annual planning round. However, aim to update data as these become available on a year-round rolling

basis, to allow more frequent engagement by users within (and outwith?) the University, with drill-down where possible, and targeted/more frequent reporting on specific areas as required.

Indicators and targets

- Include all 33 targets in the current Strategic Plan (the targets will be reviewed and refreshed, as with all of the Strategic Plan, as part of the process for producing the next Strategic Plan).
- Undertake targeted consultation to determine which of the 32 indicators in the current Balanced Scorecard should be retained, which dropped, and which new ones introduced. Complete this work in the context of recently completed exercises to map the University's Strategic Plan to the Government's National Performance Framework and SFC's Corporate Plan, as well as in the context of the developing Outcome Agreements, the University's Risk Register and other high-level University strategies.
- Consider for each indicator whether it is appropriate to set a target/direction of travel/rate of progress, to assist in the process of determining parameters for reporting performance. Complete the same process for targets, paying particular attention to those which are qualitative.
- Consider whether any of the indicators contained with Edinburgh's international benchmarking project undertaken with Melbourne University and UBC merit inclusion.

4. Next steps

- Consult with CMG, FGPC and Court on the proposed approach
- Consult with key stakeholders and data providers on indicators to retain/include
- Develop full prototype for main report plus underlying 'background/supporting info' pages per indicator/target
- Present full finalised proposals to PSG, CMG, FGPC and Court for approval

PSG has endorsed the above approach. It was PSG's view that the University should review the current 32 indicators with a view to moving to around 12 high-level indicators, with possible supporting sub-indicators.

CMG is invited to comment prior to its onward transmission to FGPC and Court for approval.

Alexis R Cornish, Director of Planning and Deputy Secretary/Rona Smith, Senior Strategic Planner

Governance and Strategic Planning

12 April 2010



The University of Edinburgh

Central Management Group

21 April 2010

Progressing Discussions on Employment Procedures

Brief description of the paper

This paper provides an update on the progress and plans for taking forward discussions on the University's employment policies in connection with the repeal and replacement of the Commissioners' Ordinance

Action requested

CMG is invited to note the plans for progressing this work and invited to give its views on which policies should be given priority by the steering group.

Resource implications

As detailed in paper.

Risk Assessment

Does the paper include a risk analysis? No

Equality and Diversity

Does the paper have equality and diversity implications? Not directly. Equality and diversity impact assessments will be carried out on all the new policies.

Originator of the paper

Eilidh K Fraser
Deputy Director of HR

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 Commissioners' Ordinance has been repealed and replaced.



The University of Edinburgh

Central Management Group

21 April 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

Originators of the paper

Elizabeth Welch, Assistant Director of Finance, on behalf of the Pensions' Working Party
Dr John Markland, Convener, Pensions' Working Party

The University of Edinburgh

Central Management Group

21 April 2010

The EUCLID Project: Update April 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

Central Management Group 21st April 2010

EUCLID & Satellite Projects (Student & Course Administration System)

General progress

The revised scope EUCLID Project and associated Satellite Projects continue to make good progress. SQAG maintains a careful watch on timelines, staff effort spent, costs and contingency planning, with robust analysis and discussion around signs of slippage. At recent Awayday, the next phases of the software were demonstrated to SQAG, a detailed discussion took place on the criteria for the next go/no-decision with agreement that all business areas would be asked to do a risk assessment for their services and confirm their readiness for go-live.

Software testing and go-live decision

We are approaching the go/no-go decision point for the data migrations from DACS to the SITS (Tribal) databases and the use of the new software for course enrolments for next academic year. User testing is taking place from now until the summer and will combine scripted tasks and free exploration with an independent oversight of the rigour of the testing processes. Throughout April the WISARD replacement, student admin and online course enrolment are being tested, with the data interfaces, HESA and course assessment results in May and June. Several other tests are due in June, July and August and will be reported nearer the time.

IT Infrastructure

The new hardware is on order, expected delivery end April. It is expected to be operational following testing by end May and ready for use by mid-June.

Tribal-UoE relationship

To ensure that there are good working relationships with the software supplier, Tribal. The monthly tele-conferences with the software supplier, Tribal, have continued and Haywood, Hunter & Marsden visited them at their York base on 9th April to ensure that they are fully appraised of our plans for the coming, very important, months and are ready to provide additional assistance should that be necessary.

Contingency planning

Dr Sue Rigby is leading a review with SQAG of the School and Service Unit contingency plans for the summer and autumn. Meetings with senior staff from the Schools and College Offices are scheduled for late April to discuss progress towards the roll-out of the new systems and their readiness to use it, and their contingency plans if problems arise.

Financing 2010-11

We are awaiting confirmation of the funding for FY2010-11, which was agreed with CMG as part of the planning round. Discussions are taking place to assess the HR implications of the new team structures in Registry and IS.

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

The University of Edinburgh

Central Management Group

21 April 2010

Full Economic Costing Group: Updated Terms of Reference

Brief description of the paper

The fEC Group was first established in early 2007 under the chairmanship of then Vice-Principal Steve Chapman. The Group's ToR is now brought forward for update.

Action requested

Consideration and approval.

Resource implications

As described in the paper.

Risk Assessment

None.

Originators of the paper

David C.I.Montgomery
Deputy Director of Finance

8 April 2010

Freedom of information

Can this paper be included in open business? Yes

The University of Edinburgh

Central Management Group

21st April 2010

Full Economic Costing Group: Updated Terms of Reference

Background

The fEC Group was first established in early 2007 under the chairmanship of then Vice-Principal Steve Chapman. Since then it has overseen the development and promotion of all matters relating to full economic costing in the University. More recently, Vice-Principal April McMahon has assumed the role of Chair, and this has led to an update of the ToR, which also seeks to more explicitly set down reporting lines to the Central Management Group and to Finance & General Purposes Committee. CMG is asked to consider these and, if thought fit, approve them.

Terms of Reference

1. The fEC Group is chaired by the Vice-Principal (Planning, Resources and Research Policy).
2. The fEC Group leads the development of full economic costing within the University, in respect of Teaching, Research and Other activities. It acts as a focal point for developing, coordinating, monitoring and promoting awareness and understanding of all aspects of full economic costing within both academic and support areas. In so doing, it seeks to influence the process of culture change needed across the University, promoting transparency and sustainability.
3. The Group comprises a number of individuals, reflecting both the user community in colleges and support groups, and also those involved in developing and promoting fEC rates.
4. Meetings take place at approximately six-week intervals throughout the year. As a Group comprising both users and developers of fEC rates, much of the group's business is agreed and implemented routinely through the college offices, support groups, Finance Department and ERI. Where significant matters of policy arise, or where other issues requiring wider senior management deliberation and/or ratification are identified, these will be brought forward via periodic reports to both the Central Management Group and Finance & General Purposes Committee.
5. The Group involves itself in:

- Costing Methodologies – developing these as appropriate for Teaching, Research and Other (T,R and O) activities, reviewing key assumptions and promoting awareness and understanding of approaches. Data gathering (e.g. for the Time Allocation Survey, Space Usage and Student/Staff FTEs) will be overseen, promoted and reported on.
- Pricing Strategies – promoting a strategic approach to pricing of activities, founded on costings established by fEC principles and methods.
- fEC Reporting – achieving the reporting necessary at various levels of management (School, College, University) for T, R and O, including Research sponsors and Principal Investigators, to support management decision-making.
- Quality Assurance – ensuring robust fEC output via verification, validation and testing of cost drivers; reconciliations; reviewing and testing for reasonableness. Supplying benchmarking data, and reviewing the University’s position vis-à-vis benchmarking feedback.
- Resource Allocation and Budgeting – ensuring that fEC is appropriately taken into account in the University’s overall resource allocation process, thereby integrating fEC, resource allocation and budget planning.
- Research funding patterns – monitoring of changes in research sponsor funding, and consideration of the impact of these on the University’s research portfolio.

6. The Group’s Membership comprises:

- Vice-Principal (Planning, Resources and Research Policy) (Chair)
- Representatives of each of the three Colleges
- Representative of ISG
- Representatives of the Finance Department (including college accountants)
- Representative of ERI
- Representative of GaSP

David C.I.Montgomery
Deputy Director of Finance

8th April 2010



The University of Edinburgh

Central Management Group

21 April 2010

Update on 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? 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? 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

21 April 2010

L

Institute of Genetics and Molecular Medicine (IGMM)

Brief description of the paper

The opportunity has arisen to create one governance structure for the Institute of Molecular Medicine.

Action requested

As detailed in paper.

Resource implications

Does the paper have resource implications? Yes

As set out 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

Originators of the paper

Professor Sir John Savill
Vice Principal and Head of College

Jon Gorringer
Director of Finance



The University of Edinburgh

Central Management Group

21 April 2010

**Management Accounts
Eight Months to 31 March 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

12 April 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

For how long must the paper be withheld?

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



The University of Edinburgh

Central Management Group

21 April 2010

Quarterly Health and Safety Report: (January – March 2010)

Brief description of the paper

This Paper presents information on accident/ incident statistics which have occurred during the quarterly period January to March 2010.

11 incidents which were Reportable to the Enforcing Authorities are summarised. 9 injuries led to more than 3 days absence from work; 2 incidents resulted in a member of the public attending hospital as a direct result of the incident.

Developments and issues covered in the Report include: (1) Biosafety legislation (2) Radon in the workplace (3) Aon compliance audit programme (4) Project Revise and SciQuest/Chemical Manager (5) Scotland's Healthy Working Lives Awards (6) Scottish Funding Council's CHASTE Project.

Action requested

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

Resource implications

Does the paper have resource implications? No

Risk Assessment

Not relevant.

Equality and Diversity

No particular equality and diversity implications attach to the above.

Any other relevant information

None

Originator of the paper

Alastair G. Reid, Director of Health and Safety, 13th April 2010

Freedom of information

Can this paper be included in open business? Yes

Health and Safety Quarterly Report 2009/2010

Quarterly reporting period: 1st January 2010 – 31st March 2010

Accidents and Incidents

Type of Accident/Incident	Qtr 2 Jan' 10 – 31 Mar '10	Qtr 2 Jan '09 – 31 Mar '09	Year to Date 1 Oct '09 – 31 Mar '10	Year to Date 1 Oct '08 – 31 Mar '09
Fatality	0	0	0	0
Specified Major Injury	1	0	1	0
> 3 day Absence	8	5	10	8
Public to Hospital	2	2	7	4
Reportable Dangerous Occurrences	0	0	0	0
Total Reportable Accidents / Incidents	11	7	18	12
Total Non-Reportable Accidents / Incidents	96	111	180	212
Total Accidents / Incidents	107	118	198	224

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

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

- Employee slipped on ice and twisted ankle. Area treated subsequently. (>3 day injury).
- Employee hurt back when bending down to empty bin in office. The bin was not full or heavy. (>3 day injury).
- Employee slipped on black ice in car park. Salt applied once situation was known. (>3 day injury).
- In free time between classes at the gym, Undergraduate used a trapeze without authorisation. He fell approx 3m, hitting his head. He attended a first aider and was taken to hospital as a precaution where he was found to have mild concussion. The trapeze has now been removed. (*Public to Hospital*).
- Employee's bike slipped on black ice. Sustained a fractured pelvis. Lack of gritting/salt reported to Estates and Buildings. (>3 day injury).
- A member of staff and colleague were moving a filled cage (trolley) up a ramp when the cage ran into a wall, jamming the IP's finger against a lightswitch box. Sustained tendon damage in finger. (>3 day injury).
- Employee slipped on ice whilst unloading a van. Sustained injury to left shoulder. Area had not yet been gritted as this occurred very early in the morning. Gritted as a priority subsequently. (>3 day injury).
- Employee and a colleague were transferring bags of cash to deposit in the bank. The following day the IP indicated that he had sustained a back injury whilst on the cash run. The IP has received manual handling training for this activity. A review of the handling of cash is ongoing, with more regular pick ups instigated to reduce the volume / weight of bags. (>3 day injury).

The incidents reported to the Enforcing Authorities during the quarter (continued):

- An employee lost her balance on the stairs and fell approximately 3 steps, spraining her ankle in the fall, advised to rest ankle for a week by GP. There were no spillages or defects on the stairs. (>3 day injury).
- A Postgraduate was cleaning the blade of a microtome when she cut her finger. The IP walked to the adjacent hospital building where steristrips were applied to the wound. All relevant personnel receive induction training on the use of microtomes. Further refresher information is being provided to all relevant personnel. (*Public to Hospital*)
- An employee was stretching and bending whilst disconnecting computing equipment in a number of offices, to enable a removal company to move the equipment. The IP sustained muscular pain which resulted in her absence from work. Staff had been previously asked to disconnect their own computing equipment but this had not been done. (>3 day injury).

Further Developments and Issues

Biosafety Legislation

The new Single Legislative Framework, designed to harmonise legislation on work involving human pathogens, animal pathogens, and genetically modified organisms, was scheduled to come into force during 2010. HSE has announced that this timetable can no longer be met, and a new target date of April 2011 has been published.

In the aftermath of the 2007 Pirbright foot and mouth disease outbreak, and in advance of the new Framework, HSE has taken over enforcement responsibility for work which takes place under a Specified Animal Pathogen Order (SAPO) licence from DEFRA. The University has had three SAPO visits from HSE Biological Agents Unit, one of which has been more wide ranging than under the previous enforcement regime, moving into areas of general biological safety, and general health and safety management.

All relevant Schools and Units have been alerted to this change in enforcement responsibilities and approach, and Health and Safety Committee will continue to monitor both SAPO issues, and the implementation of the Framework, including the required changes to the Biological section of the central Health and Safety Policy.

Radon in the Workplace

Radon is a natural gas that occurs in all rocks and most soils; whilst it disperses quickly in air, it can become trapped within buildings, due to poor ventilation, and exposure can increase the risk of lung cancer.

HSE has recently reminded all employers in the education sector of their responsibilities with regard to monitoring and control of radon levels in the workplace. A rolling programme of monitoring, and remedial action if and when required, will be implemented in occupied basement areas of the University.

Aon Audit Programme

The Compliance Audit phase of the current Aon partnership audit programme is well underway – this follows on, at School and equivalent level, from the Health and Safety Management audit phase, which concluded in May 2008. Fifteen Schools and Support Units have been audited in this phase, with good results – remedial action required has been highlighted in reports from Aon, accompanied by guidance from the Health and Safety Department.

There will be a brief lull in this audit programme, as both University and Aon budgets for this activity have been used up for this financial year. The programme will resume very early in next financial year, and will progress to completion.

Project Revise and SciQuest/Chemical manager

The UK Home Office is implementing “Project Revise” in the education sector in Scotland - this project is designed to raise awareness of the potential use of common laboratory reagents and materials, for terrorist purposes, and is being delivered by local Counter Terrorism Security Advisers (CTSAs)

In liaison with UoE Security, a pilot visit has been arranged to this University, at which the CTSA will deliver the Project Revise material to a selected group of School and College Health and Safety Managers, Laboratory Superintendents and other key colleagues. This session will inform the approach to rolling sessions out institution-wide, and will hopefully help anticipate some of the challenges in getting the Home Office message across to academic colleagues, in a sensible and practical way.

Project Revise will highlight the desirability of encouraging widespread adoption of the SciQuest system, and the Chemical Manager module, for the tracking of chemical acquisition, use and disposal, which has been successfully implemented at Chemistry, with concomitant cost savings.

SHWL Awards

The University has now submitted its portfolios at Bronze, Silver and Gold levels for the Scotland’s Healthy Working Lives (SHWL) Award Scheme. Our submissions were formally assessed by SHWL on 29th March – the assessment visit involved a combination of visits to selected campuses to meet with key colleagues active in health promotion activities, followed by a presentation and question and answer session involving members of the UoE Health Promotion Group.

The results of submissions at each level should be communicated over the next month.

CHASTE Project

The Scottish Funding Council’s (SFC) CHASTE Project, led by UoE, is about to enter its final year. The CHASTE Project Steering Group, at its last meeting in March 2010, gave close attention to focussing activities during that final year, in order to continue to make a positive difference to the level of health and safety practice and provision in the tertiary education sector in Scotland, and to leave the SFC with an accurate picture of that provision as the Project concludes.

Alastair Reid
Director of Health and Safety

13th April 2010

Accidents & Incidents

Quarterly period: 01/01/2010 – 31/03/2010

Year to Date Period: 01/10/2009 – 31/03/2010

(Second Quarter)

COLLEGE / GROUP	REPORTABLE (TO HSE) ACCIDENTS / INCIDENTS														TOTAL Non-Reportable Accidents / Incidents		TOTAL ACCIDENTS / INCIDENTS	
	Fatality		Specified Major Injury		>3 day absence		Public to Hospital		Dangerous Occurrences		Reportable Fires		TOTAL Reportable Acc / Inc		Qtr	Ytd	Qtr	Ytd
	Qtr	Ytd	Qtr	Ytd	Qtr	Ytd	Qtr	Ytd	Qtr	Ytd	Qtr	Ytd	Qtr	Ytd				
Humanities & Social Science	-	-	-	-	1	1	1	1	-	-	-	-	2	2	19	26	21	28
Science & Engineering	-	-	1	1	-	2	-	3	-	-	-	-	1	6	9	27	10	33
Medicine & Veterinary Med.	-	-	-	-	-	-	1	2	-	-	-	-	1	2	28	55	29	57
SASG	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	0	0	0
Corporate Services Group	-	-	-	-	7	7	-	1	-	-	-	-	7	8	33	60	40	68
ISG	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7	11	7	11
Other Units	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	1	0	1
UNIVERSITY	-	-	1	1	8	10	2	7	-	-	-	-	11	18	96	180	107	198

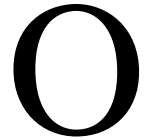
* Units noted below taken from organisational hierarchy report 09/10 - http://www.planning.ed.ac.uk/edin/orghier/versions/Version12_0.xls

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

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

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

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



The University of Edinburgh

Central Management Group

21 April 2010

Report from Estates Committee held on 31 March 2010

Brief description of the paper

The paper reports on key discussions and recommendations made at the meeting of EC, held on 31 March 2010.

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

Action requested

CMG is invited to note the report and endorse recommendations/endorsements contained in items 1, 4, 5, 6, 7, 8, 9 and 10.

Resource implications

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

Risk Assessment

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

General:

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

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

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

Equality and Diversity

Does the paper have equality and diversity implications? No

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

Any other relevant information

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

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

Freedom of information

Can this paper be included in open business? The paper is **closed**.
Its disclosure would substantially prejudice the commercial interests of any person or organisation

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

Originator of the paper

Paul Cruickshank - Estates Programme Administrator
Angela Lewthwaite - Secretary to EC
2 April 2010

The University of Edinburgh

Central Management Group

21 April 2010

Student Volunteering

In January of this year CMG agreed that proposals should be sought from the University Settlement and EUSA in regard to the use of funding of £52k p.a. for five years offered by CMG in support of student volunteering activities.

The Settlement and EUSA were invited to put forward proposals which described:

- achievement hitherto and current expertise in respect of student volunteering;
- evidence of capability to deliver in the future,
- specific plans for the period 2010/11 – 2014/15, together with the expected outcomes from the activities proposed
- monitoring arrangements that would allow the University to be satisfied that value for money was being delivered.

Funding would run from 1 September 2010 to 31 August 2015, subject to satisfactory monitoring.

Only EUSA has put forward proposals: the Settlement does not wish to participate in this process.

CMG also agreed that funding for the Edinburgh Students Charities Appeal (ESCA) should be continued at its present level of £31k p.a. for a further five years, subject to

- (i) a satisfactory report on how funding provided to ESCA hitherto has been used; and
- (ii) a satisfactory prospectus of how funding would be deployed over the next five years and the benefits resulting from it, and how this activity might be monitored so as to ensure that the University is receiving good value for money.

CMG appointed a small group comprising Vice Principals Bownes and Hounsell, Ms Shelagh Green (Director of the Careers Service), Mr David Brook (member of Court) and myself to consider the responses received.

The group recommends to CMG that the EUSA proposal meets the criteria set out above and that it merits funding of £52k p.a. for the five years 2010/11 – 2014/5, subject to satisfactory annual reports.

The group also recommends that ESCA's report on its use of funding hitherto and its prospectus for the future merit continuation of its present funding of £31k pa, for the same five year period, again subject to satisfactory annual reports.

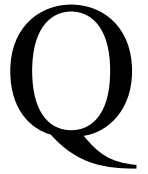
CMG is asked to endorse these proposals and approve the allocation of funding.

MDC
April 2010

The University of Edinburgh

Central Management Group

21 April 2010



University of Edinburgh Museums & Galleries Collections Policies Document 2010-2015

Brief description of the paper

The University Collections is required to produce a Development Plan for the period 2010-2015. This is to be submitted to the University Court. The Plan has been considered and approved by the University Collections Advisory Committee. This paper sets out the overarching development plan for University Collections, describing the process, the mission statement and objectives for the University Collections. The appendices have been placed online at <http://www.ed.ac.uk/schools-departments/information-services/about/policies-and-regulations/museums-galleries-policy>

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

John Scally
Director of University Collections
March 2010

**UNIVERSITY OF EDINBURGH MUSEUMS & GALLERIES COLLECTIONS POLICIES
DOCUMENT 2010-2015**

APPROVED BY UNIVERSITY COURT XX XXXX 2010

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UNIVERSITY OF EDINBURGH MUSEUMS & GALLERIES COLLECTIONS POLICIES DOCUMENT 2010-2015

1. INTRODUCTION

1.1 The University of Edinburgh has a 400 year history of collecting and maintaining culturally and scientifically significant objects, samples and artefacts in a number of fields. This document outlines the context for the policies governing the University's museums and galleries collections.

1.2 Museums and Galleries Collections

The University is currently home to ten distinct collections (not including University Library materials) and Talbot Rice Gallery. Fuller details on each of the collections are contained in the General Acquisitions & Disposals Policy, Appendix B.

- Anatomy Resource Centre & Collection
- Classics Collections
- Cockburn Museum of Geology
- Edinburgh University Collection of Historic Musical Instruments (EUCHMI)
- Natural History Collections
- School of Scottish Studies Collections
- Fine Art Collections
- Chemistry Collection
- Polish School of Medicine Historical Collection
- Museum Heritage Collection
- Talbot Rice Gallery

1.3 Director of University Collections Office, Museums Support & Development

The Director of University Collections (DUC) working with the support of the Museums Development Manager (MDM) provides strategic leadership and policy development for the University's Collections. Through the office of the DUC, museums, galleries and collections are advised on devising forward plans, while strong strategic direction aligned with the University Strategic Plan, national and international sector priorities, is shaped for University Collections in their entirety. Professional guidance is provided on policy implementation, achieving, improving and maintaining sector standards (stewardship, metadata, Accreditation-compliance) and museums development is encouraged through an annual grant. The MDM supports project development and project management such as HLF-funded initiatives and partnership working such as with other university museums (eg through UMiS, University Museums in Scotland) and with the museums sector (eg through the East of Scotland Museums Partnership). Academic liaison is centred on support for the Collections Guardians Scheme and the University Collections Advisory Committee (UCAC) and Committee of Curators of University Collections (CCUC). Teaching & Learning occurs through the MSc 'Working with Collections' course, museological and subject-specific training through internships (undergraduate and postgraduate), in-house training and facilitation of external training for interns, volunteers and staff. Outreach and community engagement is provided through the wide range of exhibitions, education programmes (notably TRG and EUCHMI) and involvement with the University's Widening Participation programme.

The Museums Support Team works cross-collections, providing practical support on exhibition design and installation, interpretation development, delivery of Fine Art Collection Services including the dispersal of the Fine Art Collection for the enhancement of public and private spaces in the University, management of information held on the Collections Audit and Loans Services including requests for works to be loaned to exhibitions worldwide, management of longloans to National Galleries of Scotland, National Museums of Scotland and others.

University Collections have access to the various experts, services and facilities converged in the Centre for Research Collections (Main Library) such as seminar rooms for teaching, Accreditation-

compliant collections stores and conservation advice, as well as peer review and support through groups such as the CRC Projects Group, CRC Promotions Group and University Collections Exhibitions Panel.

2. EXTERNAL VALIDATION

2.1 Accreditation

The following University Collections hold Accredited Status with MLA, The Council for Museums, Archives & Libraries

- Fine Art Collections
- Reid Concert Hall Museum of Instruments
- St Cecilia's Hall Museum of Instruments
- Cockburn Museum of Geology
- Natural History Collections

The benefits of museum Accreditation include the access to funding from external sources such as Museums Galleries Scotland and Heritage Lottery Fund, as well as the opportunity to apply for Government Indemnity in the case of loans from other institutions. If it is deemed appropriate by the DUC, work will be undertaken towards achieving Accreditation for other identified University Collections should resources permit.

2.2 Recognised Collections of National Significance to Scotland

EUCHMI was the first university collection to be awarded Recognition in the first round of the scheme in 2007.

The Scottish Government initiated the Recognition Scheme in 2007. The Scheme's main purposes are to highlight Scottish collections of international significance and to widen access for more people to enjoy them by providing funding for improvements and enhancements.

3. MANAGEMENT & GOVERNANCE

3.1 Management Structure

The University Collections are managed thus:

Under the Director of University Collections, in the Library & Collections, Information Services structure:

- Edinburgh University Collection of Historic Musical Instruments (EUCHMI)
- Fine Art Collections
- Talbot Rice Gallery
- Museum Heritage Collection

Under individual School / College management, but with strategic and policy support from the office of the Director of University Collections and annual grants:

- Natural History Collections
- Geology Collections
- Anatomy Collections
- Chemistry Collections
- School of Scottish Studies Archive
- Polish School of Medicine Historical Collection
- Classics Collection

Appendix F shows the Academic and Financial Management model for the University Collections.

3.2 The Governing Body

The Court is the University's governing body and is the legal persona of the University. The UCAC reports to the Court. The Secretary, acting on behalf of the Court, has reserve powers to deal with issues relating to the collections.

3.3 University Collection Advisory Committee (UCAC)

Although the UCAC does not have executive powers, it makes recommendations relating to the collections to the University Court. The Convener of the UCAC is a Vice-Principal who attends Court meetings. An important function of central committees is to provide strategic policy guidance and an essential channel of communication for those involved in the collections area. The intention is that the Collections Committees will stimulate dynamic discussions whose objective is the overall enhancement of the collections.

3.4 Committee of Curators of University Collections (CCUC)

The University has also created the position of Director of University Collections. The Director of University Collections convenes the sub-committee of Curators of the University Collections; provides a focal point for contact with a number of external agencies (such as Museums Galleries Scotland); and is responsible for the general profile of the collections within the University and the strategic guidance and promotion of these collections.

3.5 The Talbot Rice Gallery Advisory Board (TRGAB)

The Talbot Rice Gallery Advisory Board was established in April 2004 following support from the Scottish Arts Council (a major funder of the TRG) which saw the need for the Gallery to have the support and advice of a board of experts in the sector. The form of the Board has been shaped by University Court: six members with attendees. The Board reports to the University through UCAC (University Collections Advisory Board).

3.6 Financial Management

Funding for the collections is generally provided by the relevant Planning Units. The University recognises that the funding position over recent years has had the impact of reducing the funding available for its collections. A CCUC Small Bids Fund, managed through the office of the Director of University Collections, of over £10k per annum has been agreed to support projects involving the University Collections.

3.7 Workforce Development

University Schools with collections are responsible for providing the staffing necessary for the adequate upkeep of the collections as teaching and research resources. Support Group and School support for the collections is reviewed annually as part of the University's planning and budgeting process.

4. POLICIES

Each of the ten collections operates within the overarching University of Edinburgh Policies on Collections;

- University Collections Strategic Development Plan 2010-2015
- General Acquisitions & Disposals Policy 2010-2015
- Access Policy 2010-2015
- Collections Management & Preservation Policy 2010-2015

Each Curator is responsible for developing, and supplementing where necessary, these policies as appropriate and for providing strategic and forward plans for each individual museum, gallery or collection. These, and the overarching policies listed above, are appended.



The University of Edinburgh

Central Management Group

21 April 2010

**Integration of the Edinburgh International Development Centre
into the Edinburgh Global Academies**

Brief description of the paper

This brief paper outlines the reconfiguration of the Edinburgh International Development Centre into an integral part of the Global Academies to provide clarity of communications and positioning; and a readily identifiable locus for activity and coordination of International Development related matters.

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 Steve Hillier, Vice Principal International

Originator of the paper

Professor Steve Hillier, Vice Principal International

Integration of the Edinburgh International Development Centre into the Edinburgh Global Academies

Edinburgh International Development Centre

The EIDC was established in 2008, to enhance University engagement in international development across disciplines. It was designed to advance internationalism, build effective partnerships and collaboration, and engage with the wider community in accordance with the University's strategic priorities.

Edinburgh Global Academies

A success of the EIDC has been its support for the emergence of Global Academies, which support new thematic online and campus-based postgraduate and CPD teaching programmes, enhanced student recruitment, improved positioning to bid for 'large' trans-disciplinary research funding, and communities of practice that can liaise effectively with international funding bodies, NGOs and government agencies.

The *Global Health Academy* was launched in November 2010. The *Global Development Academy* is planned for mid-2010. A third academy will follow later in the year covering themes in *environment and sustainability*.

Integration of the EIDC into the Edinburgh Global Academies

To avoid confusion around communications (internal and external) and duplication of effort, it is proposed that the role of the EIDC now be absorbed into the Global Academies.

The EIDC Steering Committee would dissolve, to be replaced by the Global Academies Steering Group. Membership of the latter would include all current EIDC and Global Academy directors.

Under the new arrangements, the founder EIDC director would continue to provide academic leadership for authoring major cross-disciplinary research proposals and bidding for consultancy contracts related to international development. The association of the UNESCO Chair in International Development would be retained.

Vice-Principal International
9 April 2009

The University of Edinburgh

Central Management Group

21 April 2010

S

Laigh Year Arrangements: a proposal for changing the funding model

Background and Context

The sabbatical office-bearers of EUSA and the Sports Union are funded through a payment, the Laigh Year payment, which is calculated using a formula linked to the Arts and Humanities Research Board grant rates, amended to reflect the whole-year status of officers. To this figure is added a further amount (equating to an additional 25%) which historically was to cover sabbaticals' expenses incurred during the year: recipients may be required to provide evidence of expenditure against this sum. The total is then paid in 12 monthly instalments.

This arrangement is enshrined in the Laigh Year Regulations agreed by Senate and Court, most recently in 2004.

In practice, office bearers have not been required to repay any of the expenses element for as long as records exist: and the University has not always been assiduous in seeking this information. It is the view of the EUSA Chief Executive, supported by the University Secretary, that the total payment made to the office-bearers is necessary, and sufficient, to enable them to remain in Edinburgh for the full year, and to fulfil the professional expectations of the role which does involve additional personal expense.

EUSA wishes to make a formal proposal that the Laigh Year payments continue but that the agreed formula for setting the level includes the 25% enhancement as a core element, rather than it being additional.

EUSA requests that this change be made in time for the new office-bearers taking up post in June 2010.

This change would of course be cost neutral to the University, and result in a modest reduction in our bureaucracy.

CMG is asked to support this change to the Laigh Year Regulations.

MDC
April 2010



The University of Edinburgh

Central Management Group

21 April 2010

An Email for Life service for University of Edinburgh alumni

1. Background

Development and Alumni are planning to engage the services of Aluminati, specialists in alumni email provision, to provide an 'Email for Life' service for alumni of the University of Edinburgh.

The service will generate a greater affinity and connection between the University and its alumni, provide alumni with a prestigious email address, increase usage of the portal and its services, improve data quality and collection of current email addresses and should improve the perception of the University's IT service provision by providing a service that is becoming considered as normal amongst other major universities. Delivery will be via the MyEd portal with EASE single sign on.

2. Alternatives

Provision of an In-house service was considered with resources sought by submission of a project proposal to the IS planning round in 2009. The project was not taken forward and only essential projects have since been taken forward.

There are other UK providers of these services, but they do not offer as comprehensive service as Aluminati and additional resources would be required to setup and maintain an equal service. Free services are provided by some on-line email providers but are typically sponsored by advertising and still require setup, integration and support to be resourced. Larger providers, such as Microsoft or Google, require the entire institutions' mail services to transfer, rather than a single constituency.

3. Service and Addresses

The service will use the following domain and address format:

Matric-number@ed-alumni.net or John.Smith@ed-alumni.net

The service will be hosted and serviced entirely by Aluminati in the UK and therefore there are no foreign territory legislation issues to consider.

4. Accounts

Aluminati provide different types of accounts, but for this service we will consider two:

Service type	Free	Graduate
Storage	100MB	2GB
Number of Aliases	1	3
Can use Outlook (IMAP/POP)	No	Yes

The service will be funded by Development and Alumni buying a Graduate account for all graduates leaving each year, paying for those that are activated. Graduates will have the option to transfer their student mail service account to the alumni account before their student account expires, exporting messages, contacts and addresses.

Non-graduating alumni will also have the option of setting up an email account, but they will be required to pay for this service from the outset. Alumni returning as students will be able to have both student and alumni accounts concurrently, and will be able to forward between them as required. While an alumnus is a student, the student account will be the official account for the University.

5. Support

1. First line support to all alumni will be provided by Aluminati (funded by the sponsorship fees).
2. Second line support, for MyEd and EASE, will be provided by IS (discussions are ongoing with Bryan MacGregor and Barry Croucher).
3. Third line support, for individual channels and alumni identity checks, will be provided by D&A through the DASUsers@ed.ac.uk email account.

6. Costs

Initially, the service will be available to alumni in 2010 and 2011 to enable costs to be controlled and to ensure that the portal infrastructure copes with the additional demands. Once the service is established, we will consider the costs and benefits of offering this service to all alumni.

There will be an annual cost of providing the service to alumni each year, based on a sponsorship model, under which the University buys a Graduate account for each graduate for a discounted price of £2.50 (it is normally £6.00). This account will operate for a year, after which the graduate can either drop to a free account for life, or make a one off payment of £4.99 to keep the enhanced level for life.

If the alumnus opts to pay the £4.99 to continue the enhanced service, Aluminati will take £3.50 of the payment to generate the full £6.00 for the graduate account and the University will take £1.49 as a credit towards to generate funds to offer the service to all previous graduated alumni.

Aluminati have waived setup costs for the University, which will save the University around £5K.

Table 1 – Projected graduate numbers and associated costs.

Leaving Year	Number of Graduates	Cost for all grads	Cost Inc VAT	Cost inc VAT for expected 50% take up
2010	6,800	£17,000	£19,975	£9,987.50

Based on the experiences of Cambridge and UCL, we expect a 50% take up rate from new alumni, which means the service should cost around £10K each year with a maximum of £20K if all graduates take up the service. Development and Alumni have budgeted for this expenditure at the higher level in 2010-11. We need to buy the following time from IS.

Mail Transfer Process.

IS UNIX Team. 5 days at £275 per day: **£1,375**

Address Book Transfer Process.

IS UNIX Team. 5 days at £275 per day: **£1,375**

Single sign on and portal integration

IS Applications 10 days at £275 per day: **£2,750**

Total **£5,500**

All costs will be met from within Development and Alumni's existing budgets.

7. Timescale

It is intended to have a test service up and running by May 2010 with a fully live service up and running for July 2010 - in time for new graduates to sign up. If this paper is approved on April 14 and IS resources are available to support this work, it will be possible to meet the intended timeline of delivery in summer 2010.

CMG is asked to note the arrangements being made.

Alex Hyde-Parker, April 13, 2010



The University of Edinburgh

Central Management Group

21 April 2010

**Establishment of Chair of Critical Care and Change in title of established Chair of Anaesthesia,
Critical Care and Pain Medicine**

Brief description of the paper

The School of Clinical Sciences and Community Health wishes to establish a Chair in Critical Care and change the title of the current Chair of Anaesthesia, Critical Care and Pain Medicine to Chair of Anaesthesia and Pain Medicine.

Action requested

To approve the establishment of new Chair.

Resource implications

Does the paper have resource implications? Yes

The proposed new Chair will be funded principally by NHS Lothian and by resources released by retirement in CMVM clinical areas.

No resource implications for change in chair title.

Risk Assessment

Does the paper include a risk analysis? No

Equality and Diversity

Does the paper have equality and diversity implications? No

Originator of the paper

Professor David Weller
Head of School
Clinical Sciences and Community Health
31 March 2010

Freedom of information

Can this paper be included in open business? Yes

CENTRAL MANAGEMENT GROUP

Establishment of Chair of Critical Care and change of name of established Chair of Anaesthesia, Critical Care and Pain Medicine

The School of Clinical Sciences and Community Health seeks approval to establish a Chair of Critical Care which will present unique opportunities to develop new collaborations and internationally competitive work in critical care/intensive care in the Centres for Inflammation Research and Regenerative Medicine. Particular interaction with the substantive interest in interstitial lung inflammation and fibrosis present in the Centre for Inflammation Research is anticipated. The post will be based at the Royal Infirmary adjacent to the Centres for Inflammation Research and Regenerative Medicine, within the Queen's Medical Research Institute.

The presence of a number of important surgical and trauma related specialties at the Royal Infirmary of Edinburgh, including Surgical Sciences which has a particular interest in pancreatitis and solid organ transplantation, will offer further exciting opportunities for the development of both clinical and basic research activities.

The proposed Chair will lead and develop the field of research in critical and intensive care through undertaking programmes of collaborative research at an international standard in one of the University's Interdisciplinary Research Centres. It is anticipated that the successful appointee would be based within the Centre for Inflammation Research. However, the identification and appointment of a suitable candidate whose research interests would be better placed in one of the alternative Centres may of course occur.

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

The School furthermore seeks approval to change the title of the Chair of Anaesthesia, Critical Care and Pain Medicine to Chair of Anaesthesia and Pain Medicine in order for the focus of critical care research at the University of Edinburgh to be with the proposed new chair. The proposed change of Chair title has been agreed with the present incumbent.

CMG is invited to recommend to Court and Senate the adoption of the appropriate resolutions.

Prof D Weller
Head of School
Clinical Sciences and Community Health
31 March 2010



The University of Edinburgh

Central Management Group

21 April 2010

**Schedule of Dates of Meetings in Session 2010-2011
of the Central Management Group**

The following dates have been set for meetings of the Central Management Group during the academic session 2010/2011. Meetings will be held unless otherwise notified at 10.30am in the Raeburn Room, Old College.

2010

1 September
13 October
23 November (Tuesday)

2011

26 January
9 March
20 April
25 May
15 June

Members are invited to note the schedule of dates.

The meetings of the CMG remaining in the 2009/2010 session will be held on: 19 May and 16 June at 10.30 am in the Raeburn Room, Old College. Please note the meeting scheduled to be held on 18 August 2010 has been cancelled.

Dr Katherine Novosel
Head of Court Services
12 April 2010