

**Agenda for a meeting of the Central Management Group
to be held at 10.30 am on Tuesday, 23 November 2010
in the Raeburn Room, Old College**

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|--|---|----------|
| 1 | Minute of the meeting held on 13 October 2010 | A |
| 2 | Matters Arising | |
| 3 | Principal's Business | |
| 3.1 | Principal's Communications | |
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| FOR DISCUSSION | | |
| 4 | Finance Update (closed) | C |
| 5 | Draft Reports and Financial Statements for year ended 31 July 2010 (closed) | D |
| 6 | Review of 2009/2010 Outturn versus Forecast (closed) | E |
| 7 | 2010/11 Student Intake and SFC Home/EU Undergraduate Population Control (closed) | F |
| 8 | 2011-12 Planning Round Issues (closed) | G |
| 9 | Strategic Plan 2008-2012 Targets - Annual Progress Report | H |
| 10 | Shared Timetabling at the University of Edinburgh – Business Case | I |
| 11 | Report from Space Management Group | J |
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| 12 | Management Accounts–three months to 31 October 2010 (closed) | K |
| 13 | Health and Safety Quarterly Report for July-September 2010 | L |
| 14 | Fees Strategy Group | M |
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Wednesday, 26 January 2011 at 10.30 am in the Raeburn Room, Old College



Central Management Group

Wednesday 13 October 2010

MINUTE

Present: Vice-Principal Professor A McMahon (in the chair)
Vice-Principal Professor N Brown
Vice-Principal Professor D Fergusson
Vice-Principal Professor R Kenway
Vice-Principal Professor D Miell
Vice-Principal Professor L Waterhouse
Dr K Waldron

In attendance: Dr I Conn
Dr A R Cornish
Mr A Currie
Mr J Gorringe
Ms S Gupta
Mr D Waddell
Mr S Marsden (on behalf of Vice-Principal Professor Haywood)
Dr K J Novosel

Apologies: The Principal
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
Professor J Seckl
Mr N A L Paul

1 MINUTE OF THE MEETING HELD ON 1 SEPTEMBER 2010

Paper A

The Minute of the meeting held on 1 September 2010 was approved as a correct record.

2 PRINCIPAL'S BUSINESS

2.1 Principal's Communications

In the absence of the Principal, Vice-principal Professor McMahon reported on the following: the progress in taking forward the proposed merger with the Edinburgh College of Art in particular that Court at its meeting on the 27 September had unanimously approved the proposal to merge with the Edinburgh College of Art with effect from 1 August 2011 subject to adequate funding from the SFC in respect of merger enabling and estates costs; and on the publication of the Report on Securing a Sustainable Future for Higher Education, (the Browne Report) in respect of funding of English Universities and its potential impacts on the Scottish position. It was noted that Court had held a seminar on 27 September 2010 to debate the future funding of higher education in Scotland with the view to the University having a public stance on this matter.

2.2 Principal's Strategy Group Paper B

CMG noted the report.

FOR DISCUSSION

3 EUCLID UPDATE Paper C

CMG welcomed the achievements of the EUCLID project in delivering the live systems for the start of this academic year although not with all the functionality originally envisaged. The project would finish at the end of this calendar year and it was suggested it would be helpful to initiate a 12 month period of stability before tackling remaining issues although plans to improve usability were being taken forward and any outstanding satellite projects would be completed. New governance arrangements had been agreed and transitional arrangements put in place with the University Secretary now taking on the lead role at the start of 2011.

It was noted that a number of legacy systems were still in operation across the University and assurance were given that appropriate actions would be taken to ensure sustainability. It was further noted that there would be a reflective report prepared at the end of the project outlining the lessons learned in addition to the report already produced which had mainly dealt with providing guidance on the management of large strategic projects.

CMG wished to record its thanks to the EUCLID team and all those across the University involved in delivering this project. In future CMG would only receive exception reports on EUCLID.

4 RISK MANAGEMENT COMMITTEE ANNUAL REPORT Paper D

The routine Annual Report from the Risk Management Committee was noted and endorsed subject to a minor change in Appendix 1. The main emerging risks were noted including issues around the UK Border Agency, pressure to improve procurement practice, risks in respect of pension schemes and the impact of new tax legislation which affected higher earners.

FOR INFORMATION/FORMAL APPROVAL

5 MANAGEMENT ACCOUNTS – 1 MONTH TO 31 AUGUST 2010 (CLOSED) Paper E

CMG noted the financial position one month into the new financial year.

6 REPORT FROM SUSTAINABILITY & ENVIRONMENTAL ADVISORY GROUP Paper F

The commitment of all those involved in driving forward the sustainability agenda across the University was commended including in particular the enthusiasm of the student body.

CMG noted the launch of the new sustainability website aimed at students developed with the assistance of Santander and of the Edinburgh Impact

Awards. It was suggested that it may be helpful to expand the title of the awards to avoid confusion with the meaning of 'impact' in connection with REF.

CMG further noted the establishment of the Task Group and endorsed the Transport and Travel Policy subject to inclusion of a statement on the University's duty of care regarding staff travelling on University business and an additional reference to health and safety issues at objective 6. There was some concern on the targets set and on their achievability but it was noted that they were in line with the Climate Action Plan which reflected current national guidance. The commencement of the consultation process on the business travel guidance was endorsed subject to a review of some of the figures and examples used. The Fair Trade Policy and the Climate Action Plan were both endorsed and CMG commended the Waste Management Annual Report noting that the University was being nominated for a national award. CMG did not support the proposed amendment to Committee paper coversheets as other more productive mechanisms could be used to raise awareness of social and sustainability issues.

7 ESTABLISHMENT OF CHAIR OF ADULT RESPIRATORY MEDICINE Paper G

CMG approved the proposal to found a new Chair of Adult Respiratory Medicine.

8 USS CONSULTATION UPDATE (closed) Paper H

CMG noted progress in respect of the proposed changes to USS and fully supported the consultation documentation noting that the consultation would commence on the 20 October 2010. The work of the national group developing the material was commended and in particular the involvement of Ms E Welch, Assistant Director of Finance. It was agreed that in order to take forward the University's response to the consultation it would be necessary to re-convene the Court's Pensions' Working Party to avoid conflict of interest issues.

9 DATE OF NEXT MEETING

Tuesday, 23 November 2010 at 10.30 am in the Raeburn Room, Old College

The University of Edinburgh

Central Management Group

23 November 2010

**Principal's Strategy Group Meeting
19 October 2010**

Amongst the items discussed were:

1. Research Pooling in Sport, Health and Exercise Science

Members discussed this paper and offered advice on taking the initiative forward.

2. CSR and Browne Review

Members discussed the implications of the recently published Browne Review.

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

Amongst the items discussed were:

1. Research Councils

Members discussed the impact of the CSR on research budgets and agreed a strategy for dealing with the likely future scenarios.

2. RLUK: Affordable subscriptions to periodicals initiative (ASPI)

Members discussed and agreed an approach to the initiative.

3. Distance Education

The Group were updated and discussed the current status of this initiative.

4. Space Management Group

Members discussed and endorsed the recommendations.

The University of Edinburgh

Central Management Group

23 November 2010

Finance Update

C

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

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

2 November 2010

D

The University of Edinburgh

Central Management Group

23 November 2010

Draft Reports and Financial Statements for the Year to 31 July 2010

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

The draft Reports and Financial Statements for the Year to 31 July 2010 have been circulated electronically.

Action requested

The Group is requested to note the contents of the Reports and Financial Statements. The draft will be reviewed by the Audit Committee at their meeting of 25 November together with the external audit management letter and highlights memorandum. The Audit Committee will recommend the adoption of these accounts subject to any revisions agreed with KPMG the external auditor at that meeting. Subject to that review the approval of Finance and General Purposes Committee at the meeting on 29 November will be requested at with a view to adoption by the Court.

Resource implications

None

Risk Assessment

No

Equality and Diversity

There are no equality and diversity implications.

Freedom of information

Can this paper be included in open business? No.

The release of the Reports and Financial Statements is covered by the University publication schedule. The Reports and Financial Statements will be published 30 days after their adoption and signature by the Court on 20 December 2010 and the signing of the audit opinion by the external auditor.

Originator of the paper

Jon Gorringe
Director of Finance
18 November 2010

The University of Edinburgh

Central Management Group

23 November 2010

Outturn 2009-10 versus Quarter 3 Forecast

Brief description of the paper

The paper seeks to compare the University's financial outturn for 2009-10 with the Quarter 3 forecast prepared in Spring 2010, analysing differences and setting out points to note for future forecasts.

Action requested

The paper is for information and discussion.

Resource implications

As indicated in the paper.

Risk Assessment

The continuing financial health of the University.

Equality and Diversity

None

Any other relevant information

None.

Originator of the paper

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

11 November 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 for a period of twelve months from date of presentation to CMG.

The University of Edinburgh

Central Management Group

23 November 2010

2010/11 Student Intake and SFC Home/EU Undergraduate Population Controls

Brief description of the paper

This paper provides CMG with a report on the following:

- Student intake figures for 2010/11, in the context of the Scottish Further and Higher Education Funding Council (SFC) targets for undergraduate controlled subjects, and College targets set during the planning round for all other student groupings.
- A comparison of the 2010/11 intake figures against trend intake data from 2006/07

Action requested

CMG is asked to note the analysis of the 2010/11 student intake figures.

Resource implications

As detailed in paper.

Risk assessment

As detailed in paper.

Equality and diversity

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

Freedom of information

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

Any other relevant information

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

Originator of the paper

Jim Galbraith/Alexis Cornish, GaSP, 12 November 2010



The University of Edinburgh

Central Management Group

23 November 2010

2011-12 Planning Round Issues

Brief description of the paper

This paper describes the context for the 2011-12 planning round and sets out the major assumptions being used for plans and resource allocation for 2011-12. It also describes briefly the next steps in the planning round.

Action requested

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

Resource implications

The paper addresses issues which will have a significant impact on University resources and College and Support Group budgets in 2011-12.

Risk assessment

The paper addresses issues which will have a significant impact on University resources and College and Support Group budgets in 2011-12.

Equality and diversity

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

Freedom of information

This paper should not be included in open business. Disclosure would substantially prejudice the commercial interests of any person or organisation. The paper should be withheld until after the planning round for 2011-12 is completed.

Any other relevant information

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

Originator of the paper

Alexis R Cornish
Director of Planning and Deputy Secretary
19 November 2010

The University of Edinburgh

Central Management Group

23 November 2010



Strategic Plan 2008-2012 Targets – Annual Progress Report

Brief description of the paper

This paper presents the second report on progress, based on data/information available to date, against the 33 targets set out in the University's Strategic Plan 2008-2012. Once CMG's comments have been incorporated, the progress report will be submitted for discussion to FGPC on 29 November and Court on 20 December 2010. It will then be submitted to the Scottish Further and Higher Education Funding Council (SFC).

Action requested

For comment.

Resource implications

None.

Risk assessment

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

Equality and diversity

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

Freedom of information

Can this paper be included in open business? Yes

Any other relevant information

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

Originator of the paper

Rona Smith, Senior Strategic Planner
Dr Alexis Cornish, Director of Planning and Deputy Secretary
Governance and Strategic Planning, 15 November 2010

Summary

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

Forecast achievement statuses indicate that:

- the University is 'on track' to meet 26 out of 33 targets;
- target 3.1 is currently 'not yet determined', because data compilation is not yet complete; and
- the remaining 6 targets are assessed as 'further work required' (targets 1.1, 4.1, 8.2, 10.2, 10.3 and 12.3).

Target	Progress to date	Achievement Status
Excellence in learning and teaching		
1.1	increase the level of satisfaction expressed in the <i>Assessment and feedback</i> section of the National Student Survey and enter the upper quartile of institutions surveyed	<ul style="list-style-type: none"> • This target is measuring the percentage of Edinburgh's National Student Survey (NSS) respondents answering 4 (mostly agree) or 5 (definitely agree) to the five questions in the NSS which relate to assessment and feedback. The aim is for the University's percentage figure by 2012 to be at least equal to the upper quartile figure for all non-specialist Universities UK (UUK) members, being the largest relevant group of participating institutions. • In the 2010 NSS, Edinburgh's figure was 51%, up from 46% in 2009 and 45% in 2008. This was again the equal lowest figure of all comparator group institutions. The comparator group upper quartile figure was, however, unchanged at 67%, which means that Edinburgh's figure has converged by 5% year on year, such that the difference is now 16%. The Russell Group upper quartile figure was up 1% to 63% - at 12% higher than Edinburgh's figure, this represents a convergence of 4% year on year. • The actions being taken to bring about a significant improvement in the University's overall score on this measures are two-fold: <ul style="list-style-type: none"> • More stringent actions are being required of all Schools where scores fall short of the University's expectations, through monitoring and reporting of feedback turnaround times (initially, in all Honours courses in the Schools concerned), peer review of feedback and intensified action plans. • A set of Feedback Standards and Guiding Principles has been agreed and communicated to the University's 27,000 students. Efforts to support improvements in feedback are also being supported through the launch in mid-September of a world-class website, (http://www.tla.ed.ac.uk/feedback/index.html) that outlines 34 strategies for improving feedback, linked to 200+ case examples drawn from across the subject range and globally sourced.



Target		Progress to date	Achievement Status
1.2	by September 2009, simplify and standardise assessment procedures and regulations, using common processes except where departures from these are necessary for academic reasons	<p>Given the complexities of this area, and the need to achieve the final outcome through well-considered incremental change, a revised timescale of 'by the end of the Plan period' was agreed when this target was reported last year: that timescale is still recommended. Further work is ongoing in this area:</p> <ul style="list-style-type: none"> • The Curriculum and Student Progression Committee (CSPC) agreed in April 2010 to revise the assessment regulations to reorganise them into policy, regulation and guidance. CSPC has established an Assessment Regulations Task Group (ARTG) to take this work forward. • In October 2010 CSPC agreed a merged set of undergraduate and taught postgraduate assessment regulations which will be used as the template for suggested future amendments. • The ARTG will also make proposals on a number of policies and procedures which need review and revision. CSPC's views will be sought on key policy issues and appropriate taught assessment regulations will be drafted for approval by CSPC, to be adopted for use from academic year 2011/12. • Following adoption of revised taught assessment regulations the research postgraduate assessment regulations will be revised. 	▲
1.3	be one of the first Russell Group universities to implement the use of transcripts for measuring and recording student achievement	<p>The Principal's Strategy Group agreed that the University should issue Higher Education Achievement Reports (HEAR) and the Learning and Teaching Committee (LTC) is overseeing this work:</p> <ul style="list-style-type: none"> • An LTC HEAR Task Group has been established to build on the work of an earlier scoping Task Group and to specify the content and style of the record. Because HEAR is an extended degree transcript, which also includes information on students' non-credit bearing activities, the Task Group is considering what activities the university could sanction and validate. This will build on some of the information that forms part of the European Diploma Supplement. • The current information in the sector is that HEARs will be issued to students who enter degree programmes from the academic year 2011/12 onwards, although this implementation date is still provisional. There is scope for the University to be an early adopter and issue it to students who began their degree programmes before academic year 2011/12. • The practical aspects of delivery of the records are the responsibility of Registry, and key staff are HEAR Task Group members. 	▲
1.4	increase our headcount of taught postgraduate students by 50%	<ul style="list-style-type: none"> • In 2009/10, our headcount of taught postgraduate students was 4,979, which was 30.0% greater than in 2007/08. 	▲

Target	Progress to date	Achievement Status	
Excellence in research			
2.1	achieve year-on-year improvement in the quality and quantity of our research as measured by the Research Excellence Framework	<ul style="list-style-type: none"> Guidance on the Research Excellence Framework has not yet been published, however is expected to be available in mid-2011. In the meantime, we have sought to provide an interim indication of research performance on the basis of our most recent Other Activity Indicators (OAI) return to the Scottish Funding Council (SFC), submitted in December 2009. Our aggregated, weighted, OAI (Research Assistant and Postgraduate Research Student FTEs, Charity Income, and Other Research Income) increased by 32% between 2007 and 2009. 36% of the sector's growth in OAI was attributable to the University of Edinburgh. This increase in our OAI contributed, in part, to our 5.6% increase in Research Excellence Grant between 2009/10 and 2010/11. Our share of the Scottish total REG allocation increased from 31.7% to 33.2%. 	▲
2.2	increase our headcount of research postgraduate students at a greater rate than the Russell Group average	<ul style="list-style-type: none"> 2009/10 data will not be available until March 2011. Our headcount of research postgraduate students in 2008/09 was 2,635, which was 1.3% higher than in 2007/08, the baseline year. The Russell Group average headcount of research postgraduate students fell by 0.9% year-on-year. 	—
2.3	double the recorded number of skills training and development opportunities taken up by postgraduate research students	<ul style="list-style-type: none"> In 2009/10, the recorded number of skills training and development opportunities taken up by postgraduate research students was 4,452 (provisional data, however expected to increase once finalised). This is an increase of 59% on the 2007/08 baseline of 2,796. 	▲
Excellence in commercialisation and knowledge exchange			
3.1	increase our economic impact by a higher percentage than our growth in income	<ul style="list-style-type: none"> Data are being gathered to allow a report on this target to be presented to FGPC and Court. 	—

Target	Progress to date	Achievement Status	
Quality people			
4.1	achieve an 85% appraisal completion rate across all staff	<ul style="list-style-type: none"> • This target is measuring the proportion of the University's total staff population who are recorded as having had an appraisal, or 'Performance and Development Review (P&DR)'. The target is aiming for 100% of staff with contracts of 1 year or more. • The target was set in the context of plans to introduce a new P&DR framework across the University. That project is not yet complete due to a number of organisational factors. However, significant progress has been made: <ul style="list-style-type: none"> • The Oracle Human Resources database has been developed to record P&DR completion and that facility is currently being piloted in a range of Schools and Departments across the University, with a view to rolling it out across the whole institution early in 2011. • A P&DR Policy is now at an advanced stage of development and significant work has been carried out on associated guidance for managers and staff. • In the interim, information on appraisal/P&DR completion rates gathered from the College/Support Group HR teams, indicates the following: <ul style="list-style-type: none"> • The appraisal completion rate for clinical academic staff is around 98%, due to the well-established joint appraisal mechanisms with the NHS. The Roslin Institute has reported 40% completion and is working positively to improve this. • The College of Humanities and Social Science has achieved its interim target of 65% on average across the schools. • The completion rate for the Student and Academic Services Group is around 75%, and the other Support Groups are at similar level. • The College of Science and Engineering are taking focussed action on P&DR across the College, particularly in the last year, and have taken a lead in developing the policy and guidance for the University. The completion rate as at January 2010 was 35% on average. 	▼
4.2	increase the proportion of Schools achieving the Athena Swan Silver Award for the recruitment and promotion of women in science, to include at least one School in the College of Medicine and Veterinary Medicine and another three Schools in the College of Science and Engineering	<ul style="list-style-type: none"> • In the College of Science and Engineering: <ul style="list-style-type: none"> • The School of Chemistry was awarded the Athena Swan Silver award in 2006, prior to this target being set, and is aiming to achieve the Gold Award by 2012. • The Schools of Biological Sciences and Physics are working towards achieving the Silver Award during 2011. The School of Physics has recently achieved 'Juno Practitioner' status from the Institute of Physics, through Project Juno which is a similar programme to Athena SWAN, aiming to address the under-representation of women in university Physics. • In the College of Medicine and Veterinary Medicine: <ul style="list-style-type: none"> • The School of Biomedical Sciences has started work toward achieving the Silver Award during 2011. 	▲

Target		Progress to date	Achievement Status
4.3	ensure 90% of staff in leadership roles have participated in a leadership development programme or other related activities	<ul style="list-style-type: none"> This target is to be achieved cumulatively over the 4 year period covered by the Strategic Plan. The leadership development initiatives included are only those known to HR. Over 2008/09 and 2009/10, a cumulative total of 46% of academic, clinical and professional services staff in identified leadership roles (grades 9, 10 & equivalent in Head/Director roles with responsibility for others, even if just one other person) participated in a leadership development programme or other related activities. The cumulative totals of academic staff, and professional services staff, participating in a leadership development programme or other related activities over the period are, respectively, 35% and 73%. 	▲
4.4	increase the number of international applications for academic posts	<ul style="list-style-type: none"> This target is measured using applicants' home address data and covers all 'academic' vacancies advertised, including those for research assistant posts. Against a year-on-year decrease between 2008/09 and 2009/10 of 8.8% in academic posts advertised, and a 3.1% decrease in total number of applications, the number of international applications has gone up by 6.5%. The proportion of applications which are from international applicants has also increased, from 33.2% to 36.5%. In 2009/10, 424 academic vacancies were advertised. We received a total of 11,135 applications for these vacancies: 4,064 (36.5%) applications had an international (non-UK) home address and the remaining 7,071 (63.5%) had a UK home address. Of the 4,064 international applications, 1,477 had a home address outwith the UK but within the EU and 2,587 had a non-EU home address. 	▲
Quality services			
5.1	complete the review of the balance and interaction between locally and centrally provided services, and consider and act upon its recommendations	<ul style="list-style-type: none"> The review was completed and its recommendations endorsed by the University Court at its meeting on 24 May 2010. Colleagues are in the process of implementing the recommendations from the review. 	▲
5.2	increase the overall level of satisfaction expressed in the <i>Support services</i> section of the International Student Barometer survey and enter the upper quartile of institutions surveyed	<ul style="list-style-type: none"> The overall level of satisfaction expressed in the Support services section of the Summer 2010 International Student Barometer survey was 91.0%. For this measure, we were ranked 14th out of 59 institutions, which put us in the upper quartile of institutions surveyed internationally. Our figure was 0.2% higher than the 90.8% achieved in the Summer 2009 survey, which was also within the upper quartile. 	▲

Target		Progress to date	Achievement Status
5.3	deliver the EUCLID project in accordance with the agreed plan	<ul style="list-style-type: none"> The EUCLID Project has made excellent progress in the past 12 months. There has been successful delivery of several new components (course and programme admin; online course enrolment; IT infrastructure), and all systems worked well through summer 2010 and the start of the new academic year. Record fee income was gathered, record student applications were handled through use of the EUCLID software. The Satellite Projects (including Timetab; downstream system data feeds; SMART assessment; post-grad database) have all been completed and are fully operational. The Project formally closes on 31 Dec 2010 and handover will take place to new governance, with replacement of EUCLID's Strategy & QA Group (SQAG) with a new representative oversight group. At present, both groups are collaborating on prioritising the on-going work to improve usability and fix minor defects to the end of 2010-11. 	▲
5.4	offer a University website, encompassing all academic and support units, that is rated by key user groups as highly effective	<ul style="list-style-type: none"> Progress has been strong, with 16 out of 22 Schools, plus the Office of Lifelong Learning (OLL) and 2 Research Institutes, using the University website publishing framework and the content management system, Polopoly. Of the Support Services, coverage is close to 100%. A self-assessment tool is available to enable website owners to check their compliance with University standards, and this has been well-received by those areas that do not use Polopoly as well as those that do. For 2010-11, specific strategic areas for development have been agreed (Enhancement-Led Institutional Review (ELIR), Edinburgh Global + Academies, PGT/PGR recruitment, sustainability & social responsibility, the Institute for Academic Development (IAD)) and all are underway, with some close to completion. The critical review of the University's online presence is underway. Evaluation of user experience has continued and will be expanded during 2010-11. 	▲
Quality infrastructure			
6.1	increase income per square metre on a year-on-year basis	<ul style="list-style-type: none"> 2009/10 data will not be available until the University's Reports and Financial Statements have been published. In 2008/09, our income per square metre of gross internal area was £1,023, which was £61 per square metre (6%) higher than in 2007/08. 	▲




Target	Progress to date	Achievement Status
6.2 undertake a review of the University's academic timetable and teaching space utilisation with a view to implementing change as appropriate from 2010/11	<ul style="list-style-type: none"> Phase One of the Shared Academic Timetabling Project has proceeded well and will be complete by the end of December 2010. The project was initiated with a 'Green Paper' discussing existing timetabling provision at Edinburgh. That formed the basis of consultation with timetabling teams in all Schools, as well as at College level, and discussions with other internal stakeholders. The project team has visited five HEIs who have implemented similar solutions and has undertaken a full survey of timetabling approaches followed across the UK HE sector. The outcomes of Phase One include a 'White Paper' that puts forward the academic/institutional case for improved timetable planning based on a shared system across Schools and supported by dedicated software. In addition, a full business case has been written, that sets out financial cost-benefits. A Project Board has overseen the operation of the project and has made the firm recommendation that the project should enter a second phase. If accepted, this will involve procurement of appropriate software and implementation within the University's business at School and Central levels. Papers setting out how this can proceed, together with requests for funding in the next cycle, are being prepared. Estates & Buildings staff have been working with colleagues in several schools to include School managed/controlled teaching rooms into the Estates & Buildings Information System (EBIS) room booking system. Staff from 9 schools have been trained to use EBIS to manage bookings. A final push will be made to include all other Schools by the end of February 2011. 	▲
6.3 increase overall building performance (condition and functional suitability), achieving 90% acceptable standard in two of our three academic zones and 60% for the Central Area (within the constraints of historic buildings)	<ul style="list-style-type: none"> This target is reviewed in line with the timetable for Estate Strategy updates. As at December 2009, the proportion of the University's buildings which were categorised as being of highly satisfactory or reasonable standard, was 89% in the Central Area, 77% in the CMVM Zone, and 86% in the CSCE Zone (up from 31%, 63% and 63% respectively, at the time of the last survey in 2005). This therefore represents good progress, with significant improvement having been made in the Central Area. 	▲

Target	Progress to date	Achievement Status	
Enhancing our student experience			
7.1	increase the level of satisfaction expressed in the <i>Overall satisfaction</i> question from the National Student Survey and enter the upper quartile of institutions surveyed	<ul style="list-style-type: none"> This target is measuring the percentage of Edinburgh's National Student Survey (NSS) respondents answering 4 (mostly agree) or 5 (definitely agree) to the overarching 'overall satisfaction' question in the NSS. The aim is for the University's percentage figure by 2012 to be at least equal to the upper quartile figure for all non-specialist Universities UK (UUK) members, being the largest relevant group of participating institutions. In the 2010 NSS, Edinburgh's figure was 86%, up from 83% in 2009 and 82% in 2008. This was equal to the upper quartile of all comparator group institutions (which was unchanged year-on-year), and 2% lower than the Russell Group upper quartile figure (which was up by 1% to 88%). See target 1.1 for information on actions being taken to further improve Edinburgh's figure. Note that, although this target is met in 2010, this is against a background where comparator Universities' scores continue to increase; further efforts will therefore be called for to maintain our position in the upper quartile. 	▲
7.2	ensure that all our teaching programmes, undergraduate and postgraduate, incorporate comprehensive development of the skills and attributes that graduates need	<ul style="list-style-type: none"> Efforts over the last 12 months with respect to embedding graduate attributes and employability in curricula have focused on: the Higher Education Achievement Report (HEAR); the current Scottish sector Enhancement Theme 'Graduates for the 21st Century'; activities to take forward and further embed the University's own statement of graduate attributes; and the Employability project based in Careers and funded under SFC's Learning to Work 1 scheme. A new Employability Strategy Group (ESG) is in the process of being set up, to be chaired by the Assistant Principal for Taught Postgraduate Programmes. The theme of Graduate Attributes and Employability is in the process of being adopted as one of the four main planks in the University's evolving Learning and Teaching Enhancement Strategy. Graduate attributes are being more systematically integrated into course and programme documentation through quality assurance procedures; an extended Senatus (June 2010) has been held on the theme of graduate employability; and the new ESG will be exploring the potential for greater involvement of alumni in enhancing students' employability. 	▲
Advancing internationalisation			
8.1	increase our headcount of non-EU international students by a minimum of 1,000	<ul style="list-style-type: none"> In 2009/10, our headcount of non-EU international students was 5,048, an increase of 1,125 on the 2007/08 baseline of 3,923. 	▲

Target		Progress to date	Achievement Status
8.2	increase the proportion of our students attending another international institution by 50%	<ul style="list-style-type: none"> • The report for this target is under review and may be revised for FGPC and Court. • This target is measuring the number of students participating in formally approved student exchange programmes, including Erasmus exchanges, overseen by the International Office. It does not include study abroad where this is a core part of a student's degree programme, e.g. the compulsory 'third year abroad' for undergraduate honours language students. It also does not, currently, include optional electives abroad in which medicine, veterinary medicine or architecture students can participate. • With this definition, the target of a 50% increase between 2007/08 and 2011/12 requires us to achieve a figure of 699 by the final year. • In 2009/10 a total of 500 Edinburgh students participated in formally approved student exchange programmes. This represents an increase of 15.5% on the 2008/09 figure, but as this was lower than the baseline, the overall increase since 2007/08 is only 7.3%. Provisional figures for 2010/11 are, however, indicative of further improvements in the current year. • Actions being taken to promote exchange opportunities include: <ul style="list-style-type: none"> • Holding an additional exchanges fair – at which stands are manned, and decorated by students returning from exchanges – in February, targeting first year students, to get students thinking about exchanges early. • Exploring different forms of communication about exchange opportunities, in recognition that emails can be of limited value, for example placing beermats promoting exchanges in the Students Unions. • Providing input to HEAR academic record project to ensure benefits of, and experience gained through, exchanges is given appropriate recognition. • Making increased use of returning students as exchange ambassadors – helping the International Office to promote exchanges, e.g. providing input to promotional materials. 	▼
8.3	increase the value of our research grant income from EU and other overseas sources so that we remain above the median of the Russell Group	<ul style="list-style-type: none"> • 2009/10 data will not be available until April 2011. • In 2008/09, the value of our research grant income from EU and other overseas sources was £20.7 million which was 19% higher than in 2007/08 and 48% higher than the Russell Group median. 	▲

Target	Progress to date	Achievement Status	
Engaging with our wider community			
9.1	bid successfully for at least one major international and one major domestic sporting event per year, and one training camp for the 2012 Olympic Games	<ul style="list-style-type: none"> In 2009/10, the Centre for Sports and Exercise staged 3 major international and 4 major domestic sporting events (following the staging of 3 major international and 2 major domestic events in 2008/09). Plans are in place to stage at least 4 major international and 2 major domestic sporting events during 2010/11, with further events planned in future years. The Great Britain Swim Team has confirmed its intention (July 2012) to stage its pre-London training camp in Edinburgh, utilising new conditioning facilities at the Pleasance and pool at St Leonards. In addition, the University is still pursuing other sports/countries ahead of Glasgow 2014. 	▲
9.2	meet the Edinburgh Beltane Beacon programme target of seconding nine Public Engagement Fellows over three years	<ul style="list-style-type: none"> As at October 2010, six Public Engagement Fellows have completed their secondments, two more have recently commenced their secondments and a ninth is due to commence in January 2011. 	▲
Promoting equality, diversity, sustainability and social responsibility			
10.1	converge on our participation benchmarks for under-represented groups	<ul style="list-style-type: none"> 2009/10 data will not be available until June 2011. For the proportion of young entrants from state schools, our performance in 2008/09 was 70.8% compared with a benchmark of 78.7%, representing a difference of 7.9% compared with last year's 10.3%. This therefore represents a convergence of 2.4%. The Higher Education Statistics Agency (HESA), who publish the participation figures, stated this year that the 2008/09 figures for the low social classes indicator are not comparable year-on-year, due to a change in the wording of a question on the UCAS form. The question has now reverted back to its original wording and HESA therefore say that 'it is expected that ... 2009/10 data will be comparable to that published up until 2007/08'. 	▲

Target		Progress to date	Achievement Status
10.2	increase the proportion of female academic staff appointed and promoted to the lecturer, senior lecturer, reader and professor levels	<ul style="list-style-type: none"> In 2009/10, the proportion of female academic staff appointed and promoted to grades UE08 or equivalent and higher was 33.6%, which is down from 34.7% in 2008/08 and 38.4% in 2007/08. At each grade (or equivalent), the figures were 39.8% to UE08, 31.3% to UE09, and 21.4% to UE10. At grade UE08, the proportion is slightly higher than in 2008/09, although still lower than in 2007/08. At grades UE09 and UE10, however, the figures are all lower than in 2008/09, continuing a downward trend since 2007/08. Recent monitoring data indicates that our figures compare well with other Russell Group institutions, with the 2nd highest proportion of female academic staff. However, we remain concerned about the under representation of women and the slight downward trend: a number of actions are being taken, including: <ul style="list-style-type: none"> several Schools are working towards Athena SWAN awards, and Physics has achieved a Juno award (see target 4.2); EDMARC (Equality & Diversity Monitoring and Research Committee) has identified promotion/regrading as a 'spotlight' for the next report; and a review of the criteria and guidance for academic promotions is underway, with a particular emphasis on ensuring appropriate recognition of public engagement, teaching and student support roles. 	▼
10.3	reduce absolute CO ₂ emissions by 40%, against a 1990 baseline	<ul style="list-style-type: none"> To the end of 2009/10 the reduction in absolute CO₂ emissions against the 1990 baseline year was 23%, down from 30% at the end of 2007/08 and 29% at the end of 2008/09, against a very ambitious target. The University has now set a revised target of reducing CO₂ emissions by 29% against a 2007 baseline by 2020. The baseline year has been revised as a result of the Climate Change (Scotland) Act 2009. The University will take a pro-active approach to achieve the new target and has identified considerable opportunities to do so. 	▼
Building strategic partnerships and collaborations			
11.1	establish at least five new international partnerships for the award of joint PhDs	<ul style="list-style-type: none"> University-wide, an agreement has been signed with Macquarie University, Sydney and a Memorandum of Understanding has been signed which allows for jointly awarded PhD degrees between the University of Edinburgh and 13 other Universitas 21 (U21) partners. The College of Humanities and Social Science has signed an agreement with the National University of Singapore. In addition, as part of the ITN EXACT project, the School of Social and Political Science has signed an agreement with the University of Cologne. Finally, as part of the EUROSPIN project, the School of Informatics has signed an agreement with the Royal Institute of Technology, Stockholm, Albert-Ludwigs-Universität, Freiburg, and NCBS, Bangalore. 	▲

Target		Progress to date	Achievement Status
Stimulating alumni relations and philanthropic giving			
12.1	meet or exceed the £350 million fundraising target of the Edinburgh Campaign	<ul style="list-style-type: none"> The Campaign total at the end of 2009/10 was £296.25 million. 	
12.2	raise £35 million through fundraising for scholarships as part of the Edinburgh Campaign	<ul style="list-style-type: none"> Since 1999, the starting point for this target, over £31 million has been raised for scholarships - £18.6 million for undergraduate scholarships and bursaries and £12.4 million for postgraduate scholarships. 	
12.3	deliver a threefold increase in the participation rate of alumni who give to the University	<ul style="list-style-type: none"> Our participation rate in 2007/08 was 3.29%, based on 104,000 contactable alumni and 3,436 donors (within the year). Therefore the target, to deliver a threefold increase, means that we are aiming for a participation rate of 9.88% by 2011/12. In 2009/10 we achieved a participation rate of 3.18% based on 3,814 donors from 120,088 contactable alumni. This was a substantial increase on the low point of 2.41% last year. Participation remains a challenge, although there are a number of positives in this area. In 2009/10, we achieved a very significant increase in the number of contactable alumni (from 108,000 to 120,000) via securing more email and address details. Increasing the base obviously has an effect on the percentage of participation. Also, the Annual Fund went through a restructuring process in 2008/09 and we are beginning to see very positive results from the new programme, including over £400k pledged via the student phoning programme. 	

23 November 2010



Shared Timetabling at the University of Edinburgh – Business Case

Brief description of the paper

Business case with outcomes from Phase One of the University's Shared Academic Timetabling project and Project Board recommendation to continue to Phase 2. The project outlines significant benefits to the University in relation to improved use of estate, better management of curricula, and improved student experience.

Further extensive documentation on the consultation and analysis of Phase One available from the project Wiki at:

<https://www.wiki.ed.ac.uk/display/STU173/>

Action requested

- Endorse the findings of Phase 1 of the project
- Support the Board's recommendation to proceed to Phase 2
- In particular, provide a view on the suitable business-holders for Phase 2 of the project
- Endorse the funding request to F&GPC in support of the project.

Resource implications

Does the paper have resource implications? *Yes*

Significant resource implications if the University does not better manage its use of teaching estate and staff time. The Project is costed at £2.06 Million, to include full implementation costs and the first year of 'normal operation' in 2013-14. A 20% contingency is included in this figure.

Risk assessment

Does the paper include a risk assessment? *Yes*

A risk assessment is included in the relevant dedicated section

Equality and diversity

Does the paper have equality and diversity implications? *Yes*

Consideration of University 'child-friendly' policies outlined.

Freedom of information

Can this paper be included in open business? *Yes*

Originator of the paper

Mark Ritchie as project manager.

To be presented by

Dr. Nick Hulton presenting – Academic Champion for the project

Shared Academic Timetabling (STU173)

Project Board Meeting – 13th October 2010

Paper B – Business Case (DRAFT)

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Appendix 1 – Consultation List

1 Executive Summary

The Project Team believe that there are good arguments to suggest that there will be significant widespread benefit to the University in the:

- 1) adoption of timetabling software, and
- 2) implementation of effective timetabling and room booking policies and processes sufficient to gain advantage from having such software.

We recommend that the University proceed in both these respects within Phase 2 of the Shared Academic Timetabling Project. The Project Board thus seeks the consent of the University in proceeding to Phase 2 as a whole, but also recognises that the detailed nature of the implementation requires further discussion and consensus across the University.

The case for this recommendation addresses the following goals:

- 1) Student focused, coherent institutional timetabling which enhances student experience
- 2) Improved information and tools to support the effective use of University resources
- 3) Improvements to the management of curricula and academic timetables
- 4) More effective provision and use of learning and teaching space
- 5) Greater flexibility in managing staff teaching time
- 6) More effective use of administrative staff resources
- 7) Supporting family-friendly policies
- 8) Improved curriculum planning

The most significant quantifiable benefits are likely to be found in estates management. SUMS identified more than £300K of direct savings per annum through improved space utilisation. A well chosen timetabling solution will enable the University to optimise the use of the current teaching estate through effective scenario planning and modelling demand. This capability is essential to ensure that the University makes informed choices on future teaching estate provision. The potential for savings is clearly significant when the typical costs of new build and refurbishment projects are considered. Improved targeting of funds informed by outputs of the timetabling solution should result in a better quality teaching estate which is sustainable, flexible and genuinely meets our teaching needs.

The full costs for delivering Phase 2 of the Shared Academic Timetabling Project 2010/11 are estimated as:

2010/11 Requirements Gathering and Procurement	2011/12 Minimum Change Implementation	2012/13 Extended Implementation	2013/14 Normal Operation
£125K	£980K	£750K	£200K

These figures include a 20% allowance for Optimism Bias/Risk Contingency. IS have agreed to commit additional resources as required to ensure successful project delivery in the event that the project runs into difficulties over and above that covered by the contingency.

The total cost of the project is approximately £1.9M with an annual recurrent cost of approximately £200K from 2013/2014.

2 Introduction

The University's Shared Academic Timetabling Project seeks to improve timetabling processes across the institution. The project was established in February 2010, following approval from PSG. The project builds on external consultancy from the SUMS Group in 2009.

The project was conceived as having two phases. Phase 1, was established to determine a business case for any change to current practice by investigating the nature of existing timetabling activity, and by consulting with staff on perceived potential benefits. It also aimed to draw significantly from parallel processes across the UK HE sector. Phase 2, will involve procurement and implementation of any new software and modification of any timetabling processes deemed appropriate.

During Phase 1 we have been able to:

- Consult with colleagues involved with the management of timetabling activity in all Schools. In particular, we have focused on the nature of existing processes, current benefits and problems, and the perceived potential for improvement.
- Visit with and gain guidance from other HEIs who have adopted new timetabling strategies and solutions, including the adoption of dedicated timetabling software.
- Engage with timetabling software vendors to allow them to demonstrate functionality and to describe how such software is typically used in other institutions.
- Draw from many sources of published information on timetabling processes in HEIs.

This document summarises the business case for proceeding to Phase 2 of the Shared Academic Timetabling project.

The Project Team recognises that it would have been impossible to complete Phase 1 without the support of colleagues at the University, software vendor representatives and staff at our reference HE institutions. We would like to take this opportunity to recognise this invaluable input. A complete list of contributors is provided as an appendix to this document.

3 Reasons for Taking Project Forward

The reasons for taking the project forward are most clearly articulated in the paper “Shared Timetabling at the University of Edinburgh – A White Paper” produced by Nick Hulton as part of the Phase 1 project.

As part of the Phase 1 the Project Team reviewed the case from a range of perspectives:

- Students
- School academic and administrative staff engaged in the current timetabling process
- Estates and Buildings
- Registry
- Accommodation Services/Edinburgh First
- Information Services
- Comparator UK HE Institutions
- Timetabling software suppliers

From each perspective the case for change has remained robust and compelling.

In conclusion, perhaps the most telling testimony comes from a student’s comments recorded as part of the 2010 National Student Survey:

"My degree is Joint Honours and it has been really badly organised. Not only have I had very little choice of courses due to lack of communication over timetabling, I've had to organise it all myself. The two departments don't seem to speak to each other at all."

Given the University’s world recognised strengths in teaching and research we can and must do better. The Project Team firmly believe that a new timetabling solution will provide a platform to improve student experience that is fully aligned with the strategic aims of the University.

4 Options Considered

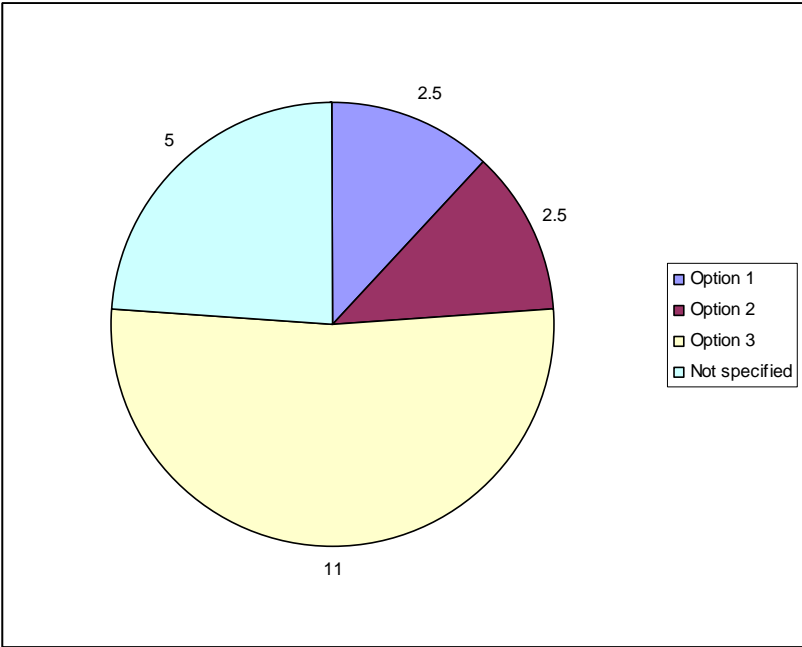
4.1 Overview

As part of a series of structured interviews all key stakeholders were asked to consider three options:

- Option 1. Do nothing (i.e. wait until a more opportune moment)
- Option 2. Do something (i.e. tweak existing systems and processes)
- Option 3. Full solution (i.e. define, procure and implement full timetabling solution)

Within Support Groups there was overwhelming support for Option 3. However within both Registry and Estates there were concerns raised about the work involved in successfully delivering Option 3 and the need to manage sensitively any HR issues arising for staff who may change role or organisational unit as part of the implementation.

The option choices of School timetabling staff are summarised in the diagram below. Please note: some Schools selected two options. In these cases a half mark was assigned to each choice.



School Options Preferences

The majority of School timetabling staff selected Option 3: Full solution. This was also the most popular choice within each College. Note: the data shows 21, rather than 22 Schools as three key contacts in the College of Medicine and Veterinary Medicine represented all four Schools in the College.

4.2 Option 1 – Do Nothing

This option would result in no or little change from the current situation.

Advantages

- Staff are familiar with the current process
- No additional spend on project staffing, software, hardware or services
- Allows time for EUCLID to bed in

Disadvantages

Current issues remain unresolved in particular:

- Student expectations of dynamic, personal timetable information readily available in an electronic format remain unrealised
- Difficulties in accommodating the full range of course options to support student choice
- Managing late changes in student numbers, staff availability or room availability/suitability
- Time consuming business processes and poor visibility of cross-School timetable information and room availability
- Difficulties securing rooms of appropriate capacity and/or location and/or equipment/accessibility.
- Difficulties in incorporating changes into the timetable (e.g. new courses)
- Poor data quality and limited management information to support improved planning

Overall there was very little support for this option amongst any of our stakeholder groups.

Significant stakeholder consultation activity took place early in the process ahead of the supplier presentations and other information gathering and dissemination work undertaken by the Project Team. The discussions also took place in the uncertain period ahead of the successful EUCLID implementation in August 2010. The Project Team believe that were the consultation to be repeated today Option 1 would attract even less support due to the positive impact of the stakeholder engagement processes and the successful implementation of EUCLID.

4.3 Option 2 – Do Something

This option offered the opportunity to address timetabling concerns through tweaking existing systems and processes. Options discussed included improving data quality in EBIS and bringing timetable information into a single read only database to improve visibility and support limited electronic access.

Advantages

- Staff are familiar with the current processes
- May cost less than full solution

Disadvantages

- No belief in any stakeholder group that tweaking would address fundamental issues or deliver worthwhile benefits
- Complexity of current set up could mean that costs and timescales could rapidly approach those of the full solution

This option was widely disregarded by our stakeholder groups who felt that if there were any easier solutions available these would already have been taken up by Estates and Buildings.

4.4 Option 3 – Full Solution (Recommended Option)

This option will define, procure and implement a full timetabling solution.

Advantages

- Visibility of timetables and room availability, particularly cross-School, for students and staff
- Enable new and long-standing timetable constraints e.g. new course, long-standing clashes, restricted option choices for students, to be more easily addressed
- Support 'what if' scenarios to assist with curriculum planning and increase ability to cope with potential change
- Provide greatly enhanced management information
- Allow initial timetables to be prepared earlier with earlier room confirmations
- Provide a platform for delivery of student personalised timetables
- Improved standardisation will reduce dependencies on key individuals

Disadvantages

- Significant cost and effort required to implement new solution
- Post EUCLID Schools are nervous of the local effects of another major system implementation
- Staff may be resistant to another new system so benefits would need to be well-communicated and relevant to all stakeholders
- Benefits of local flexibility and practices may be lost
- Solution must be well integrated to minimise double-entry of data or additional local administrative burden

This option was strongly supported by a significant majority of stakeholders and is the recommended option proposed in this business case.

5 Potential Benefits

The paper “Shared Timetabling at the University of Edinburgh – A White Paper” produced by Nick Hulton as part of the Phase 1 project identified the following key benefits which better timetabling processes can deliver for the University as a whole:

1. Student focused, coherent institutional timetabling which enhances student experience

Much of the driver for improving timetabling depends on a ‘virtuous circle of student experience’. If costs can be saved by reducing space usage, it provides scope for developing better-quality learning spaces and the activities therein. If we can provide timetables which are supportive of student choice in curricula and better flexibility, together with a student-focused view of the timetable, we improve experience. We need to operate as a coherent organisation from a student perspective in addition to delivering superlative research-informed education. This will help raise our international profile as a top learning destination.

2. Improved information and tools to support the effective use of University resources

Timetabling software, correctly used, provides the opportunity to optimise a number of different aspects of the way we use time and space in the University. For instance, we might choose to minimise the use of space, we might provide for maximum curriculum flexibility, or minimum staff travel time and appropriately concentrated staff or student teaching hours. All of these are compromises, and the University cannot expect to gain fully in all areas simultaneously. The use of software can provide the tools and data to support informed choices in balancing one potential gain with another. In the medium term, it will help in planning the impact of the development of estate, relative to student and staff experiences in utilising rooms. It can also be used to explore the timetabling consequences of optimising on different criteria.

3. Improvements to the management of curricula and academic timetables

The greater the integration of a School’s curricula with other Schools, the greater the need for better visibility and co-ordination of timetabling schedules. There is considerable scope to:

- Make it easier to introduce new courses and programmes in such a way that they do not clash.
- Improve curriculum and timetabling visibility and planning processes across Schools.
- Remove academically undesirable timetable clashes.
- Provide a single, connected view of timetables for students, where necessary across a number of Schools.
- Develop personalised timetables for students and staff which can be delivered across a number of media.
- Work towards more connected planning of curricula alongside the timetable. Thus, as part of Degree Programme specification we should be more deliberate in specifying desirable optional pathways which can be ensured by the timetable.

4. More effective provision and use of learning and teaching space

A key benefit would be to have better access to teaching rooms of a high standard. As an example, over the last decade, the University of Nottingham, has, like ourselves undergone a period of expansion in student numbers. By introducing better-managed timetabling not only did they avoid the construction of several new buildings, but the more balanced use of space has helped the provision of new 'social learning spaces' within Schools by reducing the number of existing rooms required for teaching. Improved targeting of rooms provides the potential for more focused investment in learning space. Better information on the pattern of room demand provides greater scope to match the learning and teaching requirements with appropriate spaces. There would be more scope to develop new kinds of space for innovative teaching if we could better predict the likely pattern of utilisation. In time, there is scope to permit ad-hoc student-booking of particular rooms for group-study and to relieve pressure on Library study space during revision periods. Staff and students will unquestionably benefit if, through improved management and development of existing teaching space, we can teach more often in fit-for-purpose rooms.

5. Greater flexibility in managing staff teaching time

There are potential benefits too in helping staff to manage their teaching activities alongside research and administration. For instance, some software tools permit staff to define either a specific day or a 'floating' day in which they would not teach. This can be factored as a constraint when timetabling. There is significant scope to timetable communal research activities, such as seminars, for specific groups of staff alongside teaching events. If implemented, this has the potential to help protect staff time either individually, or in groups, on a weekly basis, and with sufficient forward planning to manage periods of planned absence.

It will be just as important to help staff plan effective and efficient timetables. Our consultation suggests most staff think it reasonable to have core teaching hours directed, provided there is good notification, and provided there is a clear and fair way of resolving disputes at School level.

6. More effective use of administrative staff resources

Whilst it would be naïve to assume the adoption of a new system would utilise less resource than the current approach, the experience of other institutions is that far better solutions can be achieved for a similar commitment of School and central administrative staff resources. For example, a significant area which administrators currently tackle is the allocation of student cohorts to multiple-scheduled events, e.g. practicals and tutorials. There is a significant degree of variation across the University in how this is undertaken and whether it is determined by staff or student-led. Whilst the software systems we have observed mostly support a variety of approaches reflecting current practice there is greater flexibility and typically significantly less administrative effort required to achieve the same outcomes.

7. Supporting family-friendly policies

For both staff and students, there are potential ways of better supporting family-friendly policies and other personal constraints. This might mean for certain staff or students avoiding early morning or late afternoon on specified days. Software solutions, along with clear policy, and incorporating School-level expertise will help identify and implement appropriate constraints. An equal argument naturally applies to anybody on a part-time contract.

8. Improved curriculum planning

At a higher level, a lot could be done to consider course and programme planning as against timetabling per se. Thus much programme and course planning is not currently able to interface directly and easily with timetable planning. This might relate to curriculum definition and optionality, to class sizes and course sequencing. Adoption of improved timetabling processes opens the door to consider other aspects of curriculum planning and how this impacts on the use of resource.

This work has confirmed and amplified the benefits identified in the paper “Teaching Timetabling: A Discussion Paper” presented by Vice-Principal Simon van Heyningen to the Academic Policy Committee in May 2008. The Project Team believe that this demonstrates that the benefits case for an improved timetabling solution is long standing, robust and compelling.

6 Implementation Plan

The original plan presented to PSG in February 2010 envisaged that Phase 1 would be completed in 2010 with Phase 2 confirming detailed requirements and procuring a solution for implementation in August 2012. This plan, despite some minor slippage in Phase 1 delivery, remains on track.

The plan for Phase 2 envisages delivery over three academic years between January 2011 and July 2013. In the period between January and July 2011 the focus is in on completing the procurement of the timetabling solution and establishing the organisation structures required to implement the solution.

This plan has been extended by 12 months from the plan reported to PSG in March 2010. The additional year will enable further development of the Minimum Change/Continuity Timetable to include selected additional functionality including student personal timetables and enhanced integration with existing UoE systems.

The plan for Phase 2 is as follows:

6.1 Nov 2010 – August 2011 Requirements Gathering and Procurement

Task	Target Completion Date	Notes
Project Board Approval for Phase 2 (Milestone)	Oct-10	Completed 14 th Oct 2010
Establish project team structure and reporting arrangements enabling work to commence on requirements gathering.	Nov-10	The Phase 1 project team can take on this task. It is recommended that work commence ahead of formal funding approval in Dec-10. It is critical to ensure the widest possible engagement in the requirements gathering process to build on the foundations for successful business change established in Phase 1.
Funding Approval (Milestone)	Dec-10	As a minimum funding approval is required for the remainder of the current financial year i.e. to 1 st August 2011
New Project Manager and Academic Champion join project team	Jan-11	

Task	Target Completion Date	Notes
New Timetabling Manager joins project team	Mar-11	<p>This is a new post required to drive the project and support the timetabling service. Assumption is that recruitment can begin as soon as funding is secured.</p> <p>It is assumed that existing Room Booking staff will contribute to the project team. This will be limited over this period as the current room booking process will continue for the 2011/12 timetable.</p> <p>The new Timetabling Manager may also begin the recruitment process for the additional team member at this time. This person is required to start in August 2011. An earlier start could be beneficial in supporting both the project and delivery of the 2011/12 timetable.</p>
Funding Approval (Milestone)	Mar -11	Aligned with Annual Planning process and required if funding approval beyond 10/11 not secured in Dec-10.
Complete requirements gathering and ITT	Apr-11	It is preferable that requirements are signed off by the Timetabling Manager prior to publishing the ITT.
Issue ITT (Milestone)	Apr-11	
Tender Responses Received	Jun-11	ITT to remain open 6 weeks.
Complete Tender Evaluation	Jul-11	
Finalise T&Cs and Award Contract (Milestone)	Sep-11	

6.2 August 2011 – Sept 2012 Minimum Change Implementation

Task	Target Completion Date	Notes
Establish Implementation Project Team and complete detailed plan for Minimum Change Implementation	Sep-11	Establish the previously agreed organisational structure to deliver the project and support the Timetabling and Room Booking service.
Install and Configure Timetabling Software	Sep-11	This is the out-of-the-box implementation with UoE configuration and standing data but does not include integration with UoE gold copy data sources and EASE etc. The task can start as early as July-11 when the selected solution has been confirmed.
Software Integration and Interfacing	Dec-11	This is the completion of the basic integration required for the Minimum Change Implementation e.g. Rooms, Courses, EASE etc. This work will be completed by IS staff supported as required by technical staff from the relevant software vendors.
User Training	Feb-12	This training will be for staff who will use the new solution to develop the 2012/13 timetable - including all School timetablers. This activity can begin as early as Oct-11 following software installation and configuration.
Readiness for 2012/13 Academic Timetabling Confirmed (Milestone)	Apr-12	This is equivalent of User Acceptance testing and will be based on acceptance criteria established as part of the detailed plan for the Minimum Change Implementation. If readiness is confirmed we will use the solution for 2012/13. If not we will continue with existing timetabling processes.
Complete Minimum Change/Continuity Timetable Implementation (Milestone)	Sep-12	

6.3 Oct 2012 – Oct 2013 Extended Implementation

Task	Target Completion Date	Notes
Confirm Extended Implementation requirements, establish project team and complete detailed delivery plan (Milestone)	Oct-12	It is assumed that the existing project team will be retained. This team will be augmented by appropriate IS technical staff and supplier inputs as required to develop extended implementation components. Primary aim will be to establish student personal timetables and enhance integration with existing UoE systems.
Develop extended implementation components	Jan-13	
User training/familiarisation	Mar-13	To ensure staff understand implications of new features and how to use these to develop 2013/14 timetable.
Readiness for 2013/14 Academic Timetabling Confirmed (Milestone)	Apr-13	This is equivalent of User Acceptance testing and will be based on acceptance criteria established as part of the detailed plan for the Extended Implementation. If readiness is confirmed we will use the extended solution for 2013/14. If not we will continue with the Minimum Change/Continuity implementation.
Transition to Timetabling Service Support Team	Jul-13	
Complete Extended Timetable Implementation Timetable Implementation (Milestone)	Sep-13	
Transition to Timetabling Service Support Team and Project Closure (Milestone)	Oct-13	

7 Market Analysis and Procurement Strategy

7.1 Availability of Timetabling Solutions

- The timetabling software market is well established, with systems being used in the higher and further education sectors in the UK and beyond for nearly 30 years.
- In the UK the market leaders are [Serco CMIS](#) , [Scientia Syllabus Plus Enterprise](#) and [CELCAT Timetabler](#).
- Within the Russell Group of Universities, 59% use Syllabus Plus, 26% use CMIS and 5% use CELCAT.
- Packages are generally supplied as a 'core' system plus a variety of optional add-on modules, which the institution can choose from, to customise the system to their particular requirements.
- As HE organisations vary widely in approach to timetabling the packages have evolved to support both centralised and devolved organisational structures.
- Our analysis suggests that the University of Edinburgh is currently the only Russell Group member not to use timetabling software.
- The 2008/09 JISC report 'Study of timetabling and resource scheduling' noted that only a small minority of UK institutions developed their teaching timetable without the use of a timetabling software solution.
- This remains a growth area with manufacturers developing new functionality to meet the evolving needs of the HE sector.

7.2 Supplier Engagement During Phase 1

Supplier Presentations

- Serco, Scientia and CELCAT presented their timetabling solutions to School and Support Group staff in July and August 2010.
- In total, 38 staff attended the sessions, representing 19 Schools and 3 Support Units. Only two Schools did not send a representative, which was due to staff leave or other work commitments. Support Units represented were Information Services, SASG (Registry), CSG (Estates and Buildings) and EUSA.
- Feedback from attendees was very positive and is we believe indicative of a high level of support for the introduction of a similar solution for the University.
- Each supplier has been positively engaged throughout the process and indicated a strong desire to work with the University
- Procurement Office advice on the appropriate methods for engagement with external suppliers has been followed at all times.

HEI Reference Site Visits

- Reference site visits have taken place with Nottingham (Syllabus Plus), St. Andrew's (Syllabus Plus), Edinburgh Napier (Syllabus Plus), Glasgow University (CMIS) and Robert Gordon University (CELCAT).
- Nottingham University is a multi-campus university and is comparable in size, teaching model and curriculum to Edinburgh. Nottingham is a leading example of timetabling best practice in the UK HE sector.
- St Andrews and Edinburgh Napier University additionally use the SITS Student Records System and their experiences of integrating with SITS may be helpful if we decide to proceed to implementation.
- Glasgow University is currently deploying a major new Student Records system through a project similar in scale to EUCLID.
- Information was gathered on how each institution uses the timetabling software, how they selected and implemented the solution, issues faced and benefits realised.
- Reference visits to date have confirmed that these institutions have successfully deployed timetabling solutions that offer significantly improved functionality than is currently available to the University

Indicative External Costs

Each of the suppliers provided an indicative cost for the supply of their solution to the University. There were several areas which had a bearing on price. In particular:

- Number of students (pricing based on 20000 students)
- Degree to which the solution would be devolved or centralised
- Extent of automated allocation and scheduling
- Ability to import student data e.g. for personalised timetabling
- Timetable publishing and change notification mechanisms
- Web based room booking tools
- Reporting options including room utilisation etc
- Training and consultancy requirements for implementation

Product	Component	Cost	Total
CELCAT	Basic system	£24,156	£85,997
	Add-on modules	£24,241	
	Training & Consultancy	£37,600	
CMIS	Basic system	£27,800	£86,300
	Add-on modules	£28,500	
	Training & Consultancy	£30,000	
Syllabus Plus	Basic system	£50,050	£132,900
	Add-on modules	£42,350	
	Training & Consultancy	£40,500	

All prices exclude VAT and are based on current list prices. Annual maintenance on each package can be estimated at approximately 25% of the software cost per annum. All of the packages offer additional modules for functions such as: Student Attendance Monitoring etc. Where these modules were not part of the core supplied product and are not required by the University these have been omitted from the price comparison.

These costs exclude University of Edinburgh internal costs for staff effort required to implement and support the timetabling solution. They also exclude additional hardware and software costs and costs for any third party consultancy required to fully integrate the new solution with EUCLID, EBIS and Kx etc. A full costing for the proposed solution is provided in the Costs section of this business case.

7.3 Procurement Strategy

Procurement Office advice on the appropriate methods for engagement with external suppliers was obtained at the start of the Phase 1 project. George Sked, Deputy Director of Procurement has been acting as Procurement Officer for the project. Procurement advice has been followed at all times.

A full Procurement Strategy will be developed as part of the Phase 2 project. Services or goods procured during Phase 2 will fully comply with European Public Procurement Directives, the Scottish Procurement Policy Handbook and the Universities and Colleges Procurement Manual. The governance will be as agreed by the University Court in October, 2009.

8 Estimated Costs and Quantifiable Benefits

8.1 Estimated Costs

The following table provides cost estimates for the completion of Phase 2. The table includes all cost elements not just external costs. The table excludes costs already incurred for Phase 1.

	2010/11 Requirements and Procurement (£K)	2011/12 Minimum Change Implementation (£K)	2012/13 Extended Implementation (£K)	2013/14 Normal Operation (£K)
Timetabling software and related services including Procurement Support and Legal Services(1)	5	200	50	50
Consultancy and technical support from UoE software suppliers (2)	0	30	30	0
Hardware	0	50	0	0
Timetabling and Room Booking Manager (1 FTE) (3)	22	65	65	65
Additional Staff for Timetabling and Room Booking Unit (1FTE) (4)	0	39	39	39
Academic Champion (0.2 FTE) (5)	7	11	11	0
IS Core Project Team (Project Manager (0.5 FTE), Business Analyst (1 FTE) and Project Support Officer (0.5 FTE) (6)	56	104	104	0
Additional IS Technical Support (7)	6	104	104	0
Additional Data Entry Support for Schools and Registry (8)	0	200	200	0
IS Production Support (9)	0	5	15	15
Consultancy and Travel	10	10	10	0
Totals	106	818	628	169
Total including Optimism Bias/Risk Contingency (~20%)	125	980	750	200

Notes

1. Costs based on supplier indicative pricing and assuming annual maintenance costs at 25% of purchase price. We have included £10K for Procurement Office support and Legal Services.
2. Costs of consultancy and technical support from existing UoE suppliers to support integration timetabling solution with SITS, Kx, EBIS etc. Costed at £1K per day.
3. A Timetabling and Room Booking Manager is to be appointed from 1st April 2011 to drive the project forward to completion and subsequently run the Timetabling and Room Booking service.

4. It is assumed that 4 FTE is required to run the new Timetabling and Room Booking Unit. Along with the new Timetabling and Room Booking Manager, 2 FTE will come from the existing Room Booking Unit. This cost is therefore for 1 additional FTE.
5. The Academic Champion role will continue until project completion. This role has been costed from Jan 2011 at 0.2 FTE.
6. It is assumed that a core IS team consisting of Project Manager, Business Analyst and Project Officer will be required from 1st Jan 2011.
7. 2 FTE technical input is included to develop technical components required for integration with EBIs, SITS, KX, WebCT, MVM Room Booking etc.
8. 5 FTE data entry support included to support Schools populating the new system with relevant data particularly sub course events.
9. IS Support has been costed at 0.25 FTE per annum from 1st April 2012.

8.2 Quantifiable Benefits

The Project Team believe that the benefits case for an improved timetabling solution is long standing, robust and compelling. The value of these benefits to the University is very significant. Whilst it is difficult to place a value on improved student experience this is a clear priority for the University and will enhance our position in an increasingly competitive market.

The most significant quantifiable benefits are likely to be found in estates management. SUMS identified at least £300K direct savings per annum through improved space utilisation. The Project Team support these findings but caution that space utilisation benefits will only be realisable after the new timetabling solution is fully established.

A well chosen timetabling solution will enable the University to optimise the use of the current teaching estate supporting scenario planning and modelling demand. This capability is essential to ensure the University makes informed choices on future teaching estate provision. The potential for cost reductions are very significant when the typical costs of new build and refurbishment projects are considered. These costs are demonstrated by recent examples provide by Estates and Buildings:

- Teaching clusters of around 8 rooms on single floors with capacities between 20 and 60 students at a cost of around £750K - £1M
- The three teaching studios developed to date cost in the region of £400K for each room
- Refurbishment of the Teviot 220 seat lecture theatre cost circa £500K
- AV installation for a large lecture theatre costs circa £50-60K and a basic install for a 10-15 person room is circa £5-7.5K. (IS have highlighted that a reasonable replacement cycle for A.V. is around 5 years and current IS budget allocations for this purpose are unlikely to be sustainable)

It is clear that there will significant pressure on funding in the coming years. Improved targeting of funds informed by outputs of the timetabling solution should result in a better quality teaching estate which is sustainable, flexible and genuinely meets our teaching needs.

9 Risks

There can be significant risks in any major and complex business and IT change project. However, whilst this project is not without risks, we believe that they can be well quantified, and minimised with suitable forethought and planning.

A risk log has been maintained throughout Phase 1 and has been reviewed and updated regularly by the Project Board. A number of the risks which have been managed throughout Phase 1 will remain relevant for Phase 2. These risks together with additional risks identified during Phase 1 are identified in the table below:

Risk Description	Impact on Cost Quality or Timescales	Risk Management Approach
Insufficient business engagement	High	<ol style="list-style-type: none"> 1. Clarify organisation ownership of Timetabling and Room Booking service 2. Appoint an experienced Timetabling Manager to sign off business requirements and drive project delivery 3. Dedicate Registry and Estates resources to the project at an appropriate level. 4. Appoint a replacement Academic Champion 5. Retain senior level IS engagement
Level of resources inadequate resulting in slower progress or reduction in quality of delivered solution	High	<ol style="list-style-type: none"> 1. Ensure project team is appropriately staffed 2. Ensure resources made available from key stakeholder groups in Schools, Estates and Registry 3. Provide additional data entry support for Schools during implementation
Post EUCLID fatigue and level of work required in Registry and Schools diverts attention and resources from timetabling	High	<ol style="list-style-type: none"> 1. Ensure effective leadership at senior levels 2. Provide additional support for Registry and Schools during implementation
Implementation does not meet business requirements	High	<ol style="list-style-type: none"> 1. Agree timetabling policy ahead of procurement activity during Phase 2 2. Procure against agreed and detailed business requirements

Risk Description	Impact on Cost Quality or Timescales	Risk Management Approach
Insufficient School level engagement with project	High	<ol style="list-style-type: none"> 1. Create User Group with effective School representation 2. Maintain effective communications with School academic and administrative staff 3. Understand local requirements and take these on board as far as is practical 4. Emphasise and deliver School benefits
Unnecessary double entry of data or additional administrative burden	High	<ol style="list-style-type: none"> 1. Aim from the outset to deliver a highly integrated solution with real time or near real time data sharing wherever appropriate 2. Work closely with Registry to ensure efficient entry and use of programme and course data between EUCLID and timetabling solution
Repeat mistakes made by others institutions	High	<ol style="list-style-type: none"> 1. Develop effective partnership with selected vendor 2. Use case studies from other HEIs 3. Retain continuity with Phase 1 team 4. Adapt a realistic, incremental timetable for implementation 5. Effective governance to ensure minimum change does not become no change

Appendix 1 – Consultation List

Area	School/Unit	Contact
College of Science and Engineering	Biological Sciences	Ann Haley Graeme Reid Carolyn Wilson
	Chemistry	Karen Harris Colin Pulham
	Engineering	Tom Bruce Nathalie Caron Leslie Haworth Jennifer Skilling Simon Smith Steven Warrington
	GeoSciences	Sarah McAllister Michael Summerfield
	Informatics	Neil McGillivray
	Maths	Toby Bailey Fiona Curle Ruth Forrester Michael Singer
	Physics and Astronomy	Keith Brunton Linda Grieve Will Hossack
	College of Humanities and Social Sciences	College/ECA
	Arts, Cultures and Environment	Catherine Carmichael Richard Coyne Elaine Kelly Judith Miller Leigh-Anne Pieterse Tom Tolley
	Business School	Caroline Duff Lorraine Edgar Freda Paterson
	Divinity	Nicola Davidson Elaine Jack
	Economics	Lorna Aitken Eirlys Armstrong
	Education	Rowena Arshad Simon Coleman Morag Donaldson Alison Fleming Mike Lynch David Thomson Graham Thomson
	Health in Social Sciences	Liz Bondi Emily Gribbins

Area	School/Unit	Contact
	Languages, Literatures and Cultures	Eve Equi Janet Ewan Ruth Gray Anne Mason Suzanne Trill Greg Walker
	Law	James Chalmers Carole Moore Jessica McGraw
	Office of Lifelong Learning/IALS	Toby Beveridge Con Gillen
	Philosophy, Psychology and Language Studies	Moira Avraam Judy McCulloch Debbie Moodie Matthew Nudds
	Social and Political Studies	Margaret Brown Neil Thin
College of Medicine and Veterinary Medicine	College	Jeremy Bradshaw
	Biomedical Sciences	Shirley Linton John Stewart
	Learning Technology	Jo Spiller
	Undergraduate Medical Programmes	Carole-Ann Lydon Debra Mailey Marion McGill
	Vet School	Geoff Pearson Claire Phillips
Edinburgh University Student Association (EUSA)	EUSA Student Representatives	Evan Beswick Stevie Wise
Support Groups	Accommodation Services	Chris Barnes Sarah-Jane Johnston Christine Kelly
	Disability Office	Bruce Darby
	Estates and Buildings	Jane Cooney Angus Currie Robert Garnett Maureen Masson Alistair McKim Ben Poots Geoff Turnbull Lesley Weaver
	Information Services	Alastair Dodds Simon Marsden Nora Moge Jim Sheach Stephen Vickers
	Procurement	George Sked
	Registry and EUCLID	Chris Giles Craig Shearer Jamie Thin Rio Watt

Area	School/Unit	Contact
HE Reference Sites	Edinburgh Napier University	Liz Innes Cathy Lambert Eleanor Wright
	Glasgow University	Anne Mitchell Diane Montgomery Anne Osipenko Anna Phelan
	Nottingham University	Andrea Blackbourn Robert Dowling Neal Kirkup Alison Slater
	St Andrews University	Scott Rosie
Software Suppliers	CELCAT	Ian Grimes
	Serco (Facility CMIS)	Jeannie Carter Brian Wilkinson
	Scientia (Syllabus Plus)	Andrew Gale Richard Waring
	Tribal	Neil Hynd

23 November 2010



Report from the Space Management Group [SMG]

Brief description of the paper

This paper comprises two main sections:

- **Section 1:** The revised NPRAS rates for the forthcoming Planning and Budgeting round 2011-12. CMG should note these rates have not yet been discussed at the Space Management Group due to the timing of meetings, but given the need for these to be approved by CMG for the planning round, it was considered appropriate for the rates to be discussed and approved by CMG prior to discussion at SMG on 24 November.
- **Section 2:** A paper about the history of the SMG. This highlights key aspects which have helped set the direction of work and policies that have been put in place to progress space management and room booking matters. It also recommends that the Group takes on a more strategic role in the approach to space and proposes a more appropriate and effective Committee reporting structure, in the light of new initiatives and the need for improved space management expressed in our recently published Estate Strategy, approved by the University Court.

Action requested

CMG is invited to:

- endorse the revised NPRAS rates for use in the 2011-12 planning round;
- acknowledge the work that has been undertaken over the last decade to establish space management and booking processes and to raise awareness;
- consider whether this is an appropriate time, in the light of the newly published Estate Strategy 2010-2020, the Social Responsibility and Sustainability Strategy and other ongoing initiatives, to re-think our approach to space management and aspects of existing policy such as NPRAS; and if so, to provide support in reinvigorating thinking in Colleges and Schools and Support Groups;
- approve the revision of remits and of reporting lines (LTSAG will now report to the SMG and SMG will report to Estates Committee); and advise on the memberships of the SMG and the LTSAG to ensure these groups work at an optimal level.

Resource implications

Does the paper have resource implications?

Yes, in section 1 the revised NPRAS rates will have resource implications for all Colleges and Support Groups who have new buildings or refurbishments coming on stream, or if there is any marginal trading of space.

Yes, section 2, in recognising that space is an expensive resource and in identifying the financial opportunity benefits that may arise in more effective space management. This is reflected in the revised remit of the Space Management Group at Appendix 1.

Risk assessment

Does the paper include a risk analysis? No

Equality and diversity

Does the paper have equality and diversity implications? No

Freedom of information

Can this paper be included in open business? Yes

Originator of the paper

Vice-Principal for Planning, Resources and Research Policy
15 Nov 2010

Section 1: Revised NPRAS rates

This section presents the revised NPRAS rates for the forthcoming Planning and Budgeting round and an explanation for the composition of the rates.

As there is still some uncertainty about the go live date for the devolution of Utility budgets the NPRAS rates have been calculated including and excluding Utilities. The rates to be applied to 2011/2012 budgets, as per previous years, are set for 'Moderately serviced' and 'Highly serviced' buildings which make up the majority of the estate. They are in summary:

NPRAS rate including utilities		NPRAS rates excluding utilities
Highly Serviced	£109.93 per m2	£80.74m2
Moderately Serviced	£88.84 per m2	£67.86m2

MOTHBALLED rate including utilities		MOTHBALLED rate excl utilities
Highly Serviced	£86.83 per m2	£76.03 per m2
Moderately Serviced	£70.03 per m2	£63.38 per m2

NPRAS rates remained static over a two year period between 08/09 and 09/10 for moderately and highly serviced areas at £90 and £117.5 respectively. These rates were reduced for 2010/11 to reflect that tender prices for maintenance were forecast to continue to be depressed over that year, with rates for moderately and highly serviced areas at £80.72 and £103.20 respectively. They also took account of the fact that Utility costs were at a high in 08/09 and the market forecast indicated a reduction from this high in 2010/11.

The increase for rates in 2011/12 indicated in the table above, reflect a forecasted increase in, tender prices for maintenance work, materials and labour, which when combined amount to an average percentage increase of 3%. These forecasts are provided by the Building Cost Information Service of RICS and are recognised as the industry standard.

The Utilities market is in a dip at the moment but is potentially heading back to 2008/09 prices.

Oil has been as low as \$40 per barrel but is currently \$85/\$90 per barrel and market indications are that it will remain at this level for the foreseeable future and in fact may rise as economies come out of recession. The University Energy Office has indicated that an increase of 6% to this element of the NPRAS rate should be applied for the 2011/12 rate.

Finally, the increased rates for 2011/12 take account of the 2.5% increase to VAT which is effective from January 2011.

Recommendation

We invite CMG to:

- endorse the revised NPRAS rates for use in the 2011-12 planning round.

Section 2: The University's Space Management Group: Role, Remit and Reporting Lines

Introduction

This section sets out the history of the Space Management Group [SMG] and highlights key aspects which have helped set the direction of work and policies that have been put in place to progress space management and room booking matters.

The paper also suggests the case for a re-think in our approach to space. It suggests a more appropriate and effective Committee reporting structure, in the light of new initiatives, such as the shared timetabling project, and the need for improved space management expressed in our recently published Estate Strategy, approved by the University Court. This revised approach should help reinvigorate our approach to space and link appropriately with other initiatives such as timetabling.

Background

The National Audit Office published a report in 1996 on the utilisation of higher education teaching estates in Welsh institutions and this report helped shape the direction of some of the UK Funding Councils' approach to estate management matters. It recommended, for example, that institutions should establish Space Management Groups convened by members of senior academic teams and undertake regular teaching room surveys to monitor utilisation of the teaching estates. This was in addition to the ongoing development of institutions' estate strategies which had been introduced a few years before.

History of our approach to space management – key dates and actions

1. Space Management

Pre-2000

- In our 1998 Estate Strategy we made a commitment to establish a Space Management Group, convened by a vice-principal and the Group was subsequently established. We also sought and received nominations for space contacts from each School and support areas.
- Our Estates and Buildings Archibus system was set up including a drawings/rooms database – needed for space audit purposes.
- Space Manager appointed.
- Link to provide incentive reductions in space allocations via the then New Planning and Resource Allocation System (NPRAS) marginal space incentive scheme. Originally set at £45 per sq.m.
- **2000/2001** – annual Census date set for the Space Audit update seeking a snapshot of the anticipated occupancy of the Faculty/Support Group estate, at the beginning of each Academic year.
- **2001/02**-Space updates managed via paper reports, with plan layouts available to view online, through the new EBIS Web Drawings package.
- **2002/03** –addition of room tables to the Web drawings package, allowing the Space contacts to fully report their space changes online.
- **2002/03** – University moves from Faculty / Planning Unit to College/School structure.
- **2002 - 2006** - NPRAS rates subsequently inflated (but not annually) to £50 and then £58 per sq.m
- **2006** – introduction of Full Economic Costing with Estates and Buildings colleagues contributing as required. Analysis, consultation and subsequent additions made in the background of the space audit database to avoid over-complicating the Space audit process.

- **2007** – review of NPRAS rates to more accurately assess operating costs at building level. Two main rates identified, with a further two areas for low cost and specialised space identified for any ad hoc buildings that do not fall into the main categories of office/lab type space.
- **2008** – addition of mothballed space to the NPRAS mechanism, to avoid E&B encountering a double hit of paying both the Colleges/Support Groups for relinquishing space, and also then taking over the remaining running costs for these areas.
- **2010** – Estates Strategy update – Review of Space Management Programme, including the remit/policy and NPRAS mechanism.

2. Room Bookings

- Utilisation surveys have been ongoing for about 10 years. Data on three measures have been taken - frequency of use, seat utilisation and overall utilisation (the product of frequency and seat utilisation). Rate has improved over this period from a low of about 17% occupancy in 1999 to a rate of 29% in last utilisation survey.
- Active monitoring of levels of over-bookings and classes booking rooms but not using them. Communicating with Schools about problems this causes, and finally introducing charges, has helped make schools think about the consequences of their actions. Over the last two years where fines have been introduced, over 10k has been gathered.
- Some check on local (School controlled rooms) have been made and evidence suggests these are more poorly used than the central controlled rooms.
- Various initiatives have contributed to the improved utilisation rate. The Curriculum project introduced changes which helped improved utilisation at the margin - for example extending the formal teaching day to 6, insistence that two hour bookings should not cross the hours of 11 or 3 pm so that 2 hour slots ran 9-11, 11-1, 2-4, 4-6 thereby making greater use of the 9am slot and 4pm slot. In addition the move to spread postgraduate classes across the teaching day has also helped. The space management group decided not to apply the same rule to tutorials, which would undoubtedly help utilisation.
- School controlled rooms have gradually been rolled into the room booking system in EBIS with considerable resistance from Schools (even though this is primarily about visibility of 'School owned' rooms, not about revising who controls them). Progress has been made over the past year.
- Some real tensions exist in booking system around priorities and these were made worse when the refurbishment programme in the Central Area started. Around the same time the University decided to look at the merits of introducing a timetabling system and SUMS was commissioned to do the initial consultation following Senate approval.
- Timetabling project has gained momentum since then and Phase 1 will soon be complete. We expect the Project Board to recommend the procurement of timetabling software, with decisions to be made about implementation, and an appropriate approach (devolved vs central).
- The Learning and Teaching Spaces Advisory Group (LTSAG) and its predecessor the Teaching Rooms Advisory Group (TRIAG) have helped define the types of teaching space that is needed e.g. teaching studios.
- Growth in student numbers during 2010 was accommodated, resulting in a better than usual seat utilisation.
- Booking Unit continues to foster good relations with colleagues in Schools to manage a better outcome for all.

2011 – Moving forward

In its early days, the Space Management Group [SMG] was understandably concerned with operational issues, defining essential space policy and implementing new systems. Now, however, the Strategic Plan and the recently revised 2010-2020 Estate Strategy provide a timely opportunity for a more strategic consideration of space and of the challenges of our estate. Objectives in the Plan and the Strategy include promoting a culture of space awareness and flexible approaches to the use of space across the University and also include a target of increasing income per square metre on a year-on-year basis. Consequently, a review of all aspects of space management / bookings work is planned.

Some aspects of this forward planning involve subprojects which will contribute to the efficiency with which SMG can monitor changes to and use of our estate: for example, we plan a Web Drawings upgrade for space reporting, and are investigating a sector-wide Space Management Group toolkit for assessing Estate costs and College / school space requirements. However, there are other, further-reaching proposals under development. There are clear connections of space management and utilisation with two major ongoing University projects, namely utilities devolution (with a possible link of utilities and space costs), and timetabling. Recent meetings on the Income and Expenditure Attribution Model, while recognising that both this model and NPRAS are required for different purposes, have also identified a general wish to use the same drivers (for instance, from TRAC) as far as possible; and we anticipate a more general review of the NPRAS mechanism for space costs, involving Estates and Buildings, Finance and Planning colleagues, in the coming Planning Round.

Overall, the University must balance the requirements of running a sustainable estate with all its constraints on space and cost, with striving to enhance our research, teaching and student experience through provision of fit-for-purpose accommodation. These issues have been high on the Court agenda over the past year, culminating in a Court Seminar where it was accepted that we cannot substantially challenge the scatter of our estate, but must engage seriously with its scale, especially given likely future reductions in capital funding and pressure on maintenance budget. While these are fundamentally issues for the Estates Committee, now itself a committee of Court, they are also properly the concern of a more strategically minded Space Management Group. In consequence, we propose to realign committee structures and reporting lines in this important area, with Learning and Teaching Spaces Advisory Group [LTSAG] reporting to SMG, and SMG reporting to Estates Committee. PSG has already expressed its support for this and for consequent changes in remit and membership for SMG and LTSAG, and we now ask CMG for approval.

Recommendations

We invite CMG to:

- acknowledge the work that has been undertaken over the last decade to establish space management and booking processes and to raise awareness;
- consider whether this is an appropriate time, in the light of the newly published Estate Strategy 2010-2020, the Social Responsibility and Sustainability Strategy and other ongoing initiatives, to re-think our approach to space management and aspects of existing policy such as NPRAS; and if so, to provide support in reinvigorating thinking in Colleges and Schools and Support Groups; and
- approve the revision of remits and of reporting lines (LTSAG will now report to the SMG and SMG will report to Estates Committee); and advise on the memberships of the SMG and the LTSAG to ensure these groups work at an optimal level.

Maureen Masson
April McMahan
Angus Currie
Geoff Turnbull

11 November 2010

Space Management Group [SMG]

REMIT

The Space Management Group will report to the Estates Committee and will:

- Have clear responsibilities for developing and implementing policies through a flexible approach to the use of space across the University, to ensure the optimal use of space.
- Establish and review priorities in the allocation and use of space, which reflect the University's objectives and targets expressed both in the Strategic Plan and the Estates Strategy.
- Create an increasing awareness that space is an expensive resource and identify the academic and financial opportunity benefits that arise from a more strategic approach to effective space management.
- Encourage a culture where space management and sustainability are explicitly reviewed in project briefs, seeking advice from the Learning and Teaching Spaces Advisory Group and related initiatives.
- Collect comprehensive data on space which allows benchmarking against the sector and drives improved performance.
- With appropriate engagement from stakeholders, keep under review space management policies and procedures and ensure these are communicated to the university community.
- Develop tools which can assist with managing space internally, provide quality management information, and link to sector-wide developments and external reporting requirements.
- Monitor requests for space, both increases and decreases, on a regular basis.

Proposed SMG membership

Vice-Principal Planning, Resources and Research Policy (Convener)
Deputy Convener of LTSAG
Director of Estates & Buildings
Representative of EUSA
One representative of each College
One representative of each Support Group
Depute Director of E&B

In attendance: Space Managers, Business Manager, Estates & Buildings Management Accountant, Representative for Timetabling project, Booking Unit Manager and Secretary

Colleagues will be co-opted as and when necessary

Learning & Teaching Spaces Advisory Group (LTSAG) Remit

LTSAG will advise the Space Management Group and propose strategies and plans for all aspects of learning, teaching and study spaces (LTSS) to ensure good quality infrastructure best suited to the needs of the University. It will provide a forum for consideration of these matters between academics and the relevant central services. Specifically LTSAG will:

- Have regard to University and College learning and teaching and other strategies, School plans and pedagogic opportunities, making input to these during development and revision as appropriate.
- Consider LTSS needs for UG, PGT and PGR including lecture/seminar space, libraries, computer and other laboratories and study/social spaces, whether or not centrally managed/resourced.
- Work towards the improvement of the environment for staff and students for both study and social purposes, including facilities which support Schools' identity/ethos/sense of community and interactions across disciplines.
- Monitor utilisation of LTSS (including both space and equipment) in response to general utilisation data provided by Space Management Group, and advise the Space Management Group on how to improve space utilisation.
- Be well-informed on LTSS developments within the University, monitor best practice across the HE sector, and disseminate information widely within the University.
- Recommend defined standards and propose plans to achieve good quality, predictable and reliable facilities in all LTSS, aiming to optimise their use for effective learning (through both formal teaching and informal study).
- Propose developments to support and encourage new pedagogy.
- Advise central services in their prioritisation of investment in LTSS including refurbishments, equipment and services.
- Advise on LTSS aspects of all capital projects in order to share ideas and gain experience.

LTSAG will report to Space Management Group annually or more frequently if issues warrant it. The Convener of LTSAG or nominee will sit on Space Management Group. The Convener, if not already a member of the Estates Committee, will be able to bring to the attention of Estates Committee matters other than those related to space management, either in person by invitation or via the Vice Principal Knowledge Management .

Convener

EUSA VPAA

2 or 3 representatives from each College as appropriate

Director IS Library & Collections Division or nominee [library spaces]

Director IS ITI Division or nominee [microlab spaces - teaching room AV]

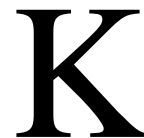
VP Academic Enhancement [UG, PG affairs + IAD]

SASG rep

2 E&B Business Managers [room bookings and estate developments]

Secretary

one member to be designated as Deputy Convener, necessary for SMG reporting



The University of Edinburgh

Central Management Group

23 November 2010

**Management Accounts
Three months to 31 October 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

Andy Davis
15 November 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 2010-11 (i.e. 31st December 2011).

The University of Edinburgh

Central Management Group

23 November 2010

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Quarterly Health and Safety Report: (Jul - Sept 2010); incorporating the Report from the meeting of Health and Safety Committee, held on 7 October 2010.

Brief description of the paper

This Paper presents information on accidents/ incidents statistics, and other developments and issues in health and safety, which have occurred during the quarterly period July to September 2010, and includes the Report from the meeting of the University Health and Safety Committee, held on 7 October 2010.

10 incidents which were Reportable to the Enforcing Authorities are summarised, 7 of which were Reportable only because a member of the public (postgraduate or undergraduate) attended hospital for assessment and/or treatment. No Specified Major Injuries were reported; 3 injuries which led to more than 3 days absence from work are also included.

Developments and issues covered in the Report from Health and Safety Committee include: (1) International Travel (2) Review of Effectiveness of the Committee (3) AON Partnership Auditing Programme (4) Needlestick Policy for Veterinary Clinical Areas (5) Health Promotion (6) Health and Safety Plan (7) Proposed Mergers – HGU/ECA Due Diligence (8) Investors in People.

Action requested

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

Resource implications

No direct resource implications.

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

Karen Darling/Alastair G. Reid, Deputy/Director of Health and Safety, 18th November 2010

Freedom of information

Can this paper be included in open business? Yes

REPORT FROM THE MEETING OF THE UNIVERSITY HEALTH AND SAFETY COMMITTEE, HELD ON THURSDAY, 7TH OCTOBER 2010

1. INTERNATIONAL TRAVEL

Consideration will be given to further improvements in managing the arrangements for the safety of staff and students undertaking University-related international travel in consultation with the Director of the International Office. Issues under review will include the provision of adequate information to the individual relating to both general travel advice and to specific advice on their intended area of travel; information from the individual such as fitness to travel, emergency contacts and details of their schedule and work plan; and access to a number of online travel information resources.

2. REVIEW OF THE EFFECTIVENESS OF THE COMMITTEE

A review of the effectiveness of the University Health and Safety Committee was carried out earlier this year and a number of issues highlighted by this review have been taken forward. A report based on the results from this exercise will be completed and sent to Dr Katherine Novosel, Head of Court Services.

3. AON PARTNERSHIP AUDITING PROGRAMME

The next phase of the partnership auditing programme is well underway with 17 Schools and Support Units visited so far. The Health and Safety Compliance Audit programme, which visits all Schools and Support Units, seeks to verify whether the structures and systems described at the time of the Management Audit carried out 2/3 years previously have been effectively disseminated to the “coal face” in individual laboratories, workshops and other places of work and study within the University.

A Senior Management audit, to assess the University’s policies and arrangements for health and safety at a strategic level, has been completed for the first time and the Auditor’s report was very positive.

In addition, combined Management and Compliance audits of the Edinburgh College of Art and the MRC Human Genetics Unit will be carried out as part of the due diligence process for the proposed mergers.

4. NEEDLESTICK POLICY FOR VETERINARY CLINICAL AREAS

The Royal (Dick) School of Veterinary Studies is to implement a policy ‘Hypodermic Needles: Preventing Needlestick Injuries in the Veterinary Environment’ which addresses the range of risks associated with the use of needles in a veterinary setting.

5. HEALTH PROMOTION

The University was successful in achieving the Bronze, Silver and Gold levels of the Healthy Working Lives (HWL) award scheme and was formally presented with the Gold level award by NHS Lothian on 4th October.

The University's Health and Wellbeing website, which acts as a focus for the health and wellbeing information, policies etc which are available within the University's many existing websites has been published and has been publicised to staff in the Autumn edition of the University's Staff Bulletin.

6. HEALTH AND SAFETY PLAN

The Health and Safety Department plans which are formulated each year in consultation with the Heads of each Unit within the Health and Safety Department and which dovetail with the Corporate Services Group Strategic Plan, and with the University's overarching Strategic Plan for 2008-2012 were discussed by the Committee and will be published more widely within the University.

7. PROPOSED MERGERS – HGU / ECA DUE DILIGENCE

As part of the due diligence processes relating to these proposed mergers with the University of Edinburgh and (1) the Medical Research Council (MRC) Human Genetics Unit (HGU) and (2) the Edinburgh College of Art (ECA), information relating to occupational safety and health has been exchanged. These exchanges of information have been entirely satisfactory and have indicated no significant occupational safety and health issues.

In both instances, Aon partnership audits of ECA and MRC HGU are an integral part of the due diligence process and audits of both organisations will take place shortly.

8. INVESTORS IN PEOPLE

The Health and Safety Department was successful in achieving Investors in People (IiP) accreditation following an assessment exercise in August this year. The Health and Safety Department is assisting their Corporate Service Group colleagues who are still to go through the IiP assessment process in sharing our experience with them.

Karen Darling
Deputy Director of Health and Safety

Health and Safety Quarterly Report 2009/2010

Quarterly reporting period: 1st July 2010 – 30th September 2010

Accidents and Incidents

Type of Accident/Incident	Qtr 1 Jul '10 – 30 Sept '10	Qtr 1 Jul '09 – 30 Sept '09	Year to Date 1 Oct '09 – 30 Sept '10	Year to Date 1 Oct '08 – 30 Sept '09
Fatality	0	0	0	0
Specified Major Injury	0	0	1	2
> 3 day Absence	3	4	16	21
Public to Hospital	7	4	18	13
Reportable Dangerous Occurrences	0	0	0	0
Total Reportable Accidents / Incidents	10	8	35	36
Total Non-Reportable Accidents / Incidents	95	69	364	351
Total Accidents / Incidents	105	77	399	387

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

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

- Undergraduate and colleague were moving a metal locker which tipped and a sharp metal edge came into contact with the IP's right wrist cutting the artery. The IP was taken to hospital where stitches were applied. *(Public to Hospital)*.
- Undergraduate undertaking practical 'tag' chasing game during class induction changed direction and face impacted with another student's shoulder, sustaining cuts to face and mouth. The rules of the game have been altered to minimise the risk of similar collisions. *(Public to Hospital)*.
- Undergraduate wearing a lab coat splashed small amount of heated chemical during transfer operation on chest. The IP was taken to hospital as a precaution however no treatment required. Risk assessments for process have been reviewed. *(Public to Hospital)*.
- Visitor received superficial burns to their leg from hot water when their own rubber shower attachment to bath slipped off the taps. *(Public to Hospital)*.
- Employee strained back when bending down to remove a plug from a wall socket. *(>3 day injury)*.
- Visitor tripped over vehicle speed bump sustaining cuts and bruises to hands and elbows. Speed bumps are identifiable as painted yellow. *(Public to Hospital)*.
- Visitor (child) was seen on CCTV to have sustained an injury to the leg by a metal retractable parking bollard. Child could not be found to ascertain exact circumstances or injuries. Metal bollard was found to be unsecured in upright position – instructions issued to relevant staff to ensure bollard is padlocked in upright position when not in use. *(Public to Hospital)*.
- Undergraduate scratched on right hand and arm when examining a cat. IP was sent to hospital due to potential for risk of infection. The animal was known to be aggressive and the requirement to highlight this on both paper and electronic notes has been when re-iterated. *(Public to Hospital)*.

- Employee tripped on a raised pavement slab, twisting their ankle. The slab has been repaired. (*>3 day injury*).
- Employee reached up to remove a blanket from a wardrobe. The IP stepped back and fell over the desk chair landing heavily on shoulder. (*>3 day injury*).

Alastair Reid
Director of Health and Safety

Accidents & Incidents

Quarterly period: 01/07/2010-30/09/2010

Year to Date Period: 01/10/2009 – 30/09/2010

(FourthQuarter)

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	2	-	-	-	-	1	3	3	34	4	37
Science & Engineering	-	-	-	1	-	2	-	4	-	-	-	-	0	7	19	64	19	71
Medicine & Veterinary Med.	-	-	-	-	-	-	3	7	-	-	-	-	3	7	29	104	32	111
SASG	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	1	1
Corporate Services Group	-	-	-	-	3	11	3	5	-	-	-	-	6	16	40	144	46	160
ISG	-	-	-	-	-	2	-	-	-	-	-	-	-	2	1	12	1	14
Other Units	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	5	2	5
UNIVERSITY	-	-	-	1	3	16	7	18	-	-	-	-	10	35	95	364	105	399

* 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

23 November 2010

Fees Strategy Group: note of meeting 10 November 2010

Brief description of the paper

Note of the meeting of the Fees Strategy Group of 10 November 2010.

Action requested

Approve recommendations as set out at items 4, 5, 7, 9, 12, and appendix 1

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 Vice-Principal Professor April McMahon, Convener of the Fees Strategy Group

Originator of the paper

Susie Rice
Governance and Strategic Planning
15 November 2010



The University of Edinburgh

Central Management Group

23 November 2010

Student rents for 2011/12 and indicative increases for 2012/13 and 2013/14

Brief description of the paper

The paper provides the detailed student rent proposals for 2011/12, the background in which they have been set and the assumptions made on those areas of cost that have a significant impact on student rents. The paper also provides an indication of the level of increases that might be required for the following two years.

Action requested

CMG are requested to approve

- the cross-subsidy of £1.831m from commercial surpluses to student rents
- the continued freeze in the value of the cross subsidy
- the base increase of 1.5% for 2011/12 and additional increases related to food at Pollock - as outlined above and contained in Appendix 1 & 2

CMG are also asked to note

- the additional increases to the lease length and hence costs for rents at Pollock
- the indicative increases for 2012/13 of 2.0% and 2013/14 of 2.5%.

Resource implications

Does the paper have resource implications? No

Risk assessment

Does the paper include a risk analysis? No

Equality and diversity

Does the paper have equality and diversity implications? No

Freedom of information

Can this paper be included in open business? Yes

Any other relevant information

Paper approved on the 10th November 2010 by the Fees Strategy Group.
Presented to CMG by Nigel Paul

Originator of the paper

Richard Kington
Director
Accommodation Services

Central Management Group

23 November 2010

Student rent proposal for 2011/12 and indicative increases for 2012/13 and 2013/14

Background to this years rent setting process.

The approach to setting of student rents for 2011/12 once again follows the process agreed by the Strategic Accommodation Review Group.

Again the principle of the University utilising surpluses from commercial accommodation provision has been maintained. As in the past, as well as detailing rents for 2011/12, indicative %age rent increases are given for 2012/13 and 2013/14. As previously these are the best current estimates given certain assumptions on the possible movement of major areas of cost.

Since the Strategic Accommodation Review, Accommodation Services has been successful in maintaining rent increases at or below those levels indicated at the time of the previous annual review for 2007/8, 2008/9, 2009/10, 2010/11 and now 2011/12.

Our medium term objective has been to work toward providing the cheapest entry point accommodation in the Russell Group and Scotland when compared to our contemporaries (25 in total). It is quite difficult to compare all elements of each offer, so the total cost of the undergraduate lease has been used as the benchmark. We believe that we have in 2010/11 just achieved our objective with a twin self catered rate of £2144. Our twin catered entry rate stands this year at £3645 and appears to have been bettered by only 3 other institutions.

The contents of this paper have been discussed with the Eusa President prior to presentation at the Fees Strategy Group and was supportive of the proposals made.

2011/12 Rent proposal

Detailed rents are shown in:

Appendix 1 – student rent matrix like for like

Appendix 2 – student rent matrix with extended Pollock lease

We indicated last year that the base increase for 2011/12 was likely to be around 1.5%. On a like for like basis that is the base increase required to ensure that student accommodation at the University can continue to be maintained on a sustainable basis whilst keeping down the cost to students as much as possible. In reaching the proposed outcome once again a cross subsidy of £1.831m has been used to keep rents at rates lower than would otherwise be possible. Against the recent increases in RPI and the medium term forecasts that appear to show only a very slow decline in RPI this is believed to be a positive outcome.

There is however a complication in setting the rents for catered accommodation at Pollock for 2011/12 and beyond due to changes being made to the academic year. These changes reduce the spring break to two weeks and in so doing prevent the use of student accommodation at Pollock for commercial activities. The consequence is that the lease at Pollock will move to one of 37 weeks from 34. Those extra three weeks will be charged at one week on a fully catered basis as

the length of the term increases. The other two weeks will be charged at non catered rates, in the same way that the Christmas and New Year breaks have been handled for many years.

Accordingly two sets of figures are presented here for Pollock accommodation. The first 'Appendix 1 – student rent matrix like for like' reflects the changes on a like for like basis using the 1.5% increase and before the impact of the academic year changes. Appendix 2 – student rent matrix with extended Pollock lease then shows the actual cost for the extended Pollock leases.

Looking at appendix 1, whilst 1.5% is the base increase for the majority of stock there are a few anomalies and these should be noted:

- Rents at Pollock show a slightly higher increase than just the impact of the 1.5%. Food costs are now increasing again and we need therefore to protect for the future and so increase the food allowance by 6.0% to recognise that a return to higher food cost appears inevitable. Two years ago we were badly caught out by high food cost inflation. The overall year on year %age increase at Pollock on a like for like basis will therefore be between 2.3% and 3.1% dependant upon room type.
- We had previously undertaken to freeze rents on twin rooms for three years. This is year 3 of that freeze and so these rents remain at 2008/9 levels on a like for like basis for 2011/12.
- Last year we also froze rents on our stock of small rooms then for one year (about 5% of our stock). We propose to extend this freeze for one final year (2011/12) in line with the freeze to twin rooms.
- A small number of other minor adjustments deal with a few remaining anomalies in couple stock

There are a number of factors that have helped in once again keeping increases down. Low interest rates continue to benefit some of the loan repayments Accommodation Services has from past developments. The slowdown in payroll growth and utilities in the past year have also been a benefit. Action taken by the Accommodation Services Finance Team over the last few years in partnership with the Residence Life Team and Accommodation Managers continue to allow us to make reductions in allowances for student bad debt. This has been achieved by identifying and working much sooner with students who experience difficulties and then tailoring individual solutions. Additionally all teams continue to look at ways in which we can work differently and so keep down our costs.

Increase in length of Pollock lease and costs resulting from change to semester dates

The University group undertaking the review that led to the adoption of a change to the academic year and so the reduction of the spring break were made aware by Accommodation Services of the probable impact on the lease length and rents at Pollock. This impact was also discussed on several occasions with the Eusa President at the time given that Eusa were very supportive of the changes. It was important that Eusa were fully aware of the knock on effect but accepted then that this change to Pollock leases would be unavoidable.

Financial Impact

Reducing to two weeks the length of the Spring Break makes it non-economic to convert rooms for commercial use and as a result there will be an impact both in respect of a loss of income as well as an increase in costs to the student account. The table below demonstrates the impact.

Loss of commercial profitability (from income of £598,416 and after deduction of direct costs)	£ 525,908
Additional fixed costs to now be allocated to the student account	
Direct	£ 0
Labour	£ 75,504
Indirect	£ 161,853
Increase in student variable costs	£ 37,314
TOTAL IMPACT	£800,579

The explanation of the above is as follows:

Loss of commercial profitability – activity does tend to vary each year and the figures used represent the average across the last 3 years. However it should be noted that the loss of future benefit will be greater. With the improvements to the JMCC we have been seeing increases in spring activity.

There are other costs that will now have to move back to the student account. The method agreed by the Strategic Accommodation Review to fairly allocate costs ensures that the student account does not bear the cost of fixed and indirect costs that are incurred when rooms at Pollock are available during vacation periods for commercial uses (whether we managed to use these rooms for that purpose or not). So in ceasing commercial activities over this period the labour and indirect costs that still remain within the business for these three weeks have to move back to the student account.

Effect on Student Rents

The impact of the spring break change is only on Pollock. These students will receive one more fully catered week to correspond with the additional weeks teaching, which will be charged at the same rate as the other catered weeks. The other two weeks will be charged on a room only basis as currently happens over the Christmas and New Year period and in the same way the lease period will no longer be voluntary.

This year over 50% of Pollock students have opted to retain their rooms over the coming Spring break at a cost similar to those now proposed excepting only the additional cost of one weeks food and service. As we never require all rooms for commercial use over the Spring break students have in the past had a choice. If past trends were to continue then for a significant number of students this change is likely to make little difference.

Appendix 2 shows the detailed sums involved and the year on year changes to Pollock rents that result over and above the annual increase.

Overall Impact and other risks

It is absolutely a coincidence, albeit a fortunate one perhaps that the additional income received from student rents by taking the approach above is so very close to the combined effect of loss of commercial opportunity. As the table above and further detail in Appendix 3 shows the additional student income will be circa £802k and the commercial impact circa £801k. We believe therefore that the approach taken is both the fairest and the most logical.

However in taking this course of action it should also be recognised that there will be other consequences of this change to the spring break, some of which will have risks and financial consequences although it is impossible to quantify these at this time. Accommodation Services will endeavour to find ways of managing out such risks. Amongst these are:

- Loss of opportunity to carry out maintenance work in the break could impact some summer commercial activities
- The John Macintyre Conference Centre (JMCC) feasibility assumed commercial income from residential activities over the break. Loss of this income will impact negatively on its performance and so make it harder to service the loans taken out for its refurbishment.
- There will now be two weeks where many staff will be 'required' to take holiday because there will no longer be the commercial customers to service. This in addition to the Xmas/New Year period where staff already have to take holiday.
-

Indicative rents for 2012/13 and 2013/14 (Appendix 3 – Student Rents Summary 2011/12)

It should be remembered that the achievement of rent increases at past levels and those suggested below are very dependant upon a number of factors, some out with the control of Accommodation Services. We have over the last few years been fortunate in achieving some very positive outcomes. In 2009/10 we indicated possible increases for 2010/11 of 3.5% and for the following two years of 2.9%. The increase for most stock for 2010/11 was in fact only 1.25%. Next year will be 1.5% and our indicative projection for each of the following two years 2012/13 and 2013/14 now stand at 2.0% and 2.5% respectively. This more cautious approach for the future attempts to recognise that there is perhaps more uncertainty in how costs will move over the coming months and years.

There are a number of areas of significant cost that could change the picture either way and the following touches on the key areas of risk outside Accommodation Services control. Given the current risks and uncertainties it was felt that we should be prudent and consider that there might have to be some slightly greater increase to rents in future years. Of course all efforts will be always be made to achieve a better outcome.

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

Energy – This remains a high cost area of considerable uncertainty and significant increases in future years are still considered a strong possibility. A prudent approach has been adopted. In the

meantime activity is increasing with staff and students to reduce consumption. This year for the first time 1st year undergraduates and some postgraduates in self catered accommodation will be able to earn rebates should the flat they are in make savings of more than 5% compared with the previous year.

Interest movements – Low rates continue to provide some benefits. However all expect that rates are sure to rise again in the future.

Maintenance and refurbishment expenditure – we continue to use information from condition surveys and these are continuously being updated. There is always a risk that new items may appear, actual costs come in higher than expected for essential work, or work has to be phased differently to that intended. We will also flex this area of expenditure to try and even out possible increases across future years, as we have done in the past, although at this time such action is not needed

Commercial incomes – The cross subsidy provided to student rents from commercial accommodation activities remains dependant upon that business continuing to grow. There remains uncertainty in the wider economy and it is expected that use by the University of its own accommodation and events facilities is likely to be at lower levels than in the past because of budget constraints and so this will also have an impact.

Given the continued lack of certainty and the growing pressures on the University financially it is proposed that the freeze in the cross subsidy agreed for last year should be continued this year and for at least the following two. Such a freeze has been assumed in the projections into future years.

‘Appendix 3 – Student rents summary’ shows income expectations and the cost assumptions used to arrive at the proposal for next year and also the impact of our projections for the following two years.

Conclusion

CMG are requested to approve

- **the cross-subsidy of £1.831m from commercial surpluses to student rents**
- **the continued freeze in the value of the cross subsidy**
- **the base increase of 1.5% for 2011/12 and additional increases related to food at Pollock - as outlined above and contained in Appendix 1 & 2**

CMG are also asked to note

- **the additional increases to the lease length and hence costs for rents at Pollock**
- **the indicative increases for 2012/13 of 2.0% and 2013/14 of 2.5%.**

Richard Kington
Director
Accommodation Services
November 2010

Appendix 1 - Student Rent Matrix Life for Like

Student Category	Building/Accommodation Type	Number units	Type	Category	Average 2010/11 daily rate*	2010/11 daily room rate*	2010/11 daily catered rate*	Lease length - AMEND fee \$/spring	Weekly Lease cost	Total Lease cost	Total 2010/11 Revenue less voids	2011/12 Proposed				Total 2011/12 Revenue less voids	YR on YR Revenue incr	Overall % incr				
												2011/12 Proposed av daily rate	2011/12 Proposed daily room rate	2011/12 Proposed daily catered rate**	Proposed Weekly lease cost				Total Proposed Lease cost	E/Incr	% Incr - ROOM	% Incr - FOOD
VOIDS (UG)											3.00%											
VOIDS (PG)											8.00%											
UG																						
Catered (en-suite)																						
Chancellors	10	SENA	A	26.10	20.55	6.09	34	182.72	6,238.53	60,514		26.74	20.86	6.46	187.21	6,391.83	153	1.50%	6.0%	62,001	1,487	2.46%
Chancellors	487	SENB	B	24.94	19.39	6.09	34	174.60	5,961.29	2,816,055		25.57	19.68	6.46	178.97	6,110.43	149	1.50%	6.0%	2,886,506	70,451	2.50%
Chancellors	48	TEN	TWIN	16.31	10.76	6.09	34	114.19	3,898.72	181,525		16.65	10.76	6.46	116.52	3,978.35	80	0.00%	6.0%	185,232	3,707	2.04%
Masson	0	SENB	B	23.56	18.01	6.09	34	164.94	5,631.47	0		24.17	18.28	6.46	169.16	5,775.66	144	1.50%	6.0%	0	0	
Holland	5	SENA	A	24.25	18.70	6.09	34	169.77	5,798.38	28,112		24.87	18.98	6.46	174.06	5,943.05	147	1.50%	6.0%	28,824	711	2.53%
Holland	331	SENB	B	23.16	17.61	6.09	34	162.14	5,535.87	1,777,403		23.76	17.87	6.46	166.32	5,678.63	143	1.50%	6.0%	1,823,238	45,835	2.58%
Holland	10	TEN	TWIN	15.25	9.70	6.09	34	106.77	3,645.38	35,360		15.59	9.70	6.46	109.10	3,725.01	80	0.00%	6.0%	36,133	772	2.18%
Total (Ensuite)	891									4,898,969						5,021,933					122,964	
Catered																						
Baird	163	SSTDB	B	20.99	15.44	6.09	34	146.95	5,017.24	793,276		21.56	15.67	6.46	150.90	5,152.22	135	1.50%	6.0%	814,618	21,341	2.69%
Grant	195	SSTDB	B	20.99	15.44	6.09	34	146.95	5,017.24	949,011		21.56	15.67	6.46	150.90	5,152.22	135	1.50%	6.0%	974,542	25,531	2.69%
Ewing	161	SSTDB	B	20.99	15.44	6.09	34	146.95	5,017.24	783,543		21.56	15.67	6.46	150.90	5,152.22	135	1.50%	6.0%	804,622	21,079	2.69%
Lee	164	SSTDB	B	20.99	15.44	6.09	34	146.95	5,017.24	798,143		21.56	15.67	6.46	150.90	5,152.22	135	1.50%	6.0%	819,615	21,472	2.69%
Turner	199	SSTDB	B	20.99	15.44	6.09	34	146.95	5,017.24	968,478		21.56	15.67	6.46	150.90	5,152.22	135	1.50%	6.0%	994,533	26,055	2.69%
Total (Standard)	882									4,292,452						4,407,930					115,479	
New Property																						
John Burnett	74	SENS	A	28.16	22.61	6.09	37	193.99	7,205.23	517,192		28.36	22.95	6.46	198.50	7,373.01	168	1.50%	6.0%	529,235	12,043	2.33%
John Burnett	56	TEN	TWIN	18.04	12.94	6.09	37	126.30	4,691.03	254,817		18.35	12.94	6.46	128.44	4,770.63	80	0.00%	6.0%	259,141	4,324	1.70%
John Burnett	15	SSTD	B	25.55	20.00	6.09	37	175.72	6,526.63	94,963		25.71	20.30	6.46	179.96	6,684.23	158	1.50%	6.0%	97,256	2,293	2.41%
Total (New Property)	145									866,971						885,631					18,660	
Self Catering																						
College Wynd	34	SSTDB	B	13.35			38	93.48	3,552.40	117,158	13.56	94.89	3,605.68	53	1.50%					118,915	1,757	1.50%
College Wynd	49	SSTDC	C	11.60			38	81.20	3,085.60	146,859	11.60	81.20	3,085.60	0	0.00%					146,859	0	0.00%
New Arthur Place	20	SSTDA	A	13.99			38	97.95	3,722.07	72,208	14.20	99.42	3,777.90	56	1.50%					73,291	1,083	1.50%
New Arthur Place	2	S/TSTD	TWIN	8.06			38	56.42	2,143.96	4,159	8.06	56.42	2,143.96	0	0.00%					4,159	0	0.00%
New Arthur Place	75	SSTDB	B	13.35			38	93.48	3,552.40	258,437	13.56	94.89	3,605.68	53	1.50%					262,313	3,877	1.50%
New Arthur Place	16	SSTDC	C	11.60			38	81.20	3,085.60	47,889	11.60	81.20	3,085.60	0	0.00%					47,889	0	0.00%
Robertsons Close	2	SSTDA	A	13.99			38	97.95	3,722.07	7,221	14.20	99.42	3,777.90	56	1.50%					7,329	108	1.50%
Robertsons Close	4	S/TSTD	TWIN	8.06			38	56.42	2,143.96	8,319	8.06	56.42	2,143.96	0	0.00%					8,319	0	0.00%
Robertsons Close	58	SSTDB	B	13.35			38	93.48	3,552.40	199,858	13.56	94.89	3,605.68	53	1.50%					202,856	2,998	1.50%
Robertsons Close	145	SSTDC	C	11.60			38	81.20	3,085.60	433,990	11.60	81.20	3,085.60	0	0.00%					433,990	0	0.00%
Sciennes 2	187	SSTDB	B	13.35			38	93.48	3,552.40	644,369	13.56	94.89	3,605.68	53	1.50%					654,035	9,666	1.50%
Sciennes 2	19	SSTDC	C	11.60			38	81.20	3,085.60	56,868	11.60	81.20	3,085.60	0	0.00%					56,868	0	0.00%
Warrender Park Road	2	SSTDA	A	13.99			38	97.95	3,722.07	7,221	14.20	99.42	3,777.90	56	1.50%					7,329	108	1.50%
Warrender Park Road	35	SSTDB	B	13.35			38	93.48	3,552.40	120,604	13.56	94.89	3,605.68	53	1.50%					122,413	1,809	1.50%
Warrender Park Road	69	SSTDC	C	11.60			38	81.20	3,085.60	226,519	11.60	81.20	3,085.60	0	0.00%					226,519	0	0.00%
East Newington Place	86	SSTDB	B	13.35			38	93.48	3,552.40	296,341	13.56	94.89	3,605.68	53	1.50%					300,786	4,445	1.50%
East Newington Place	1	SSTDC	C	11.60			38	81.20	3,085.60	2,993	11.60	81.20	3,085.60	0	0.00%					2,993	0	0.00%
South Clerk Street	119	SSTDB	B	13.35			38	93.48	3,552.40	410,053	13.56	94.89	3,605.68	53	1.50%					416,204	6,151	1.50%
Warrender Park Crescent	12	SSTDA	A	13.99			38	97.95	3,722.07	43,325	14.20	99.42	3,777.90	56	1.50%					43,975	650	1.50%
Warrender Park Crescent	10	S/TSTD	TWIN	8.06			38	56.42	2,143.96	20,796	8.06	56.42	2,143.96	0	0.00%					20,796	0	0.00%
Warrender Park Crescent	136	SSTDB	B	13.35			38	93.48	3,552.40	468,632	13.56	94.89	3,605.68	53	1.50%					475,662	7,029	1.50%
Warrender Park Crescent	12	SSTDC	C	11.60			38	81.20	3,085.60	35,916	11.60	81.20	3,085.60	0	0.00%					35,916	0	0.00%
Kincaids Court	2	SSTDA	A	13.99			38	97.95	3,722.07	7,221	14.20	99.42	3,777.90	56	1.50%					7,329	108	1.50%
Kincaids Court	4	S/TSTD	TWIN	8.06			38	56.42	2,143.96	8,319	8.06	56.42	2,143.96	0	0.00%					8,319	0	0.00%
Kincaids Court	245	SSTDB	B	13.35			38	93.48	3,552.40	844,227	13.56	94.89	3,605.68	53	1.50%					856,890	12,663	1.50%
Hermits Croft	117	SSTDB	B	13.35			38	93.48	3,552.40	403,162	13.56	94.89	3,605.68	53	1.50%					409,209	6,047	1.50%
Darroch Court	20	SSTDA	A	14.50			38	101.49	3,856.73	74,821	14.72	103.02	3,914.59	58	1.50%					75,943	1,122	1.50%
Darroch Court	4	S/TSTD	TWIN	8.25			38	58.45	2,221.10	8,618	8.25	58.45	2,221.10	0	0.00%					8,618	0	0.00%
Darroch Court	150	SSTDB	B	13.85			38	98.96	3,684.37	536,075	14.06	98.41	3,739.63	55	1.50%					544,116	8,041	1.50%
Morgan Court	88	SENB	B	14.32			38	100.22	3,808.26	325,073	14.53	101.72	3,865.38	57	1.50%					329,949	4,876	1.50%
Morgan Court	0	SENA	A	15.04			38	105.25	3,999.48	0	15.26	106.83	4,059.47	60	1.50%					0	0	
Fraser Court	159	SSTDB	B	13.35			38	93.48	3,552.40	547,886	13.56	94.89	3,605.68	53	1.50%					556,104	8,218	1.50%
Holland Annex	20	SSTDB	B	13.35			38	93.48	3,552.40	68,918	13.56	94.89	3,605.68	53	1.50%					69,950	1,034	1.50%
Sciennes 1	50	SSTDB	B	13.35			38															

Appendix 1 - Student Rent Matrix Life for Like

Student Category	Building/Accommodation Type	Number units	Type	Category	Average 2010/11 daily rate*	2010/11 daily room rate*	2010/11 daily catered rate*	Weekly Lease cost	Total Lease cost	Total 2010/11 Revenue less voids	2011/12 Proposed av daily rate	2011/12 Proposed daily room rate	2011/12 Proposed daily catered rate**	Proposed Weekly lease cost	Total Proposed Lease cost	E/Incr	% Incr - ROOM	% Incr - FOOD	Total 2011/12 Revenue less voids	YR on YR Revenue Incr	Overall % Incr
VOIDS (UG)										3.00%									3.00%		
VOIDS (PG)										8.00%									8.00%		
PG																					
Self catering	Richmond Place	234	SEN		15.36	51	107.52	5,468.16	1,177,185	15.59	109.13	5,550.18	82	1.50%	1,194,843			17,658	1.50%		
	NEW Richmond Place (Nic.Sti Dev)	6	SSML		13.19	51	92.33	4,695.64	25,920	13.19	92.33	4,695.64	0	0.00%	25,920			0	0.00%		
	NEW Richmond Place (Nic.Sti Dev)	6	SSTD		15.51	51	108.57	5,521.56	30,479	15.74	110.20	5,604.38	83	1.50%	30,936			457	1.50%		
	NEW Richmond Place (Nic.Sti Dev)	13	SLRG		17.07	51	119.49	6,076.92	72,680	17.33	121.28	6,168.07	91	1.50%	73,770			1,090	1.50%		
	NEW Richmond Place (Nic.Sti Dev)	11	SENS		17.84	51	124.88	6,351.04	64,273	18.11	126.75	6,446.31	95	1.50%	65,237			964	1.50%		
	NEW Richmond Place (Nic.Sti Dev)	10	TEN	TWIN	10.70	51	74.90	3,809.20	35,045	10.86	76.02	3,866.34	57	1.50%	35,570			526	1.50%		
	Mynes Court	79	SSTD		14.90	51	104.30	5,304.40	385,524	15.12	105.86	5,383.97	80	1.50%	391,307			5,783	1.50%		
	Mynes Court	49	SLRG		15.61	51	109.27	5,557.16	250,517	15.84	110.91	5,640.52	83	1.50%	254,275			3,758	1.50%		
	Mynes Court 8.5 -10 sq.m	0	SSML		12.44	51	87.08	4,428.64	0	12.44	87.08	4,428.64	0	0.00%	0			0	0.00%		
	Mynes Court < 8.4 sq.m	20	SSML		11.04	51	77.28	3,930.24	72,316	11.04	77.28	3,930.24	0	0.00%	72,316			0	0.00%		
	Mynes Court - tbc	0	VSROOM		9.94	51	69.58	3,539.64	0	9.94	69.58	3,539.64	0	0.00%	0			0	0.00%		
	Mynes Court	0	TWINS		7.80	51	54.60	2,776.80	0	7.80	54.60	2,776.80	0	0.00%	0			0	0.00%		
	Mynes Court	7	SFLAT		15.36	51	107.52	5,468.16	35,215	15.59	109.13	5,550.18	82	1.50%	35,743			528	1.50%		
	Mynes Court (PH)	4	CFLAT		10.58	51	74.06	3,766.48	13,861	10.58	74.06	3,766.48	0	0.00%	13,861			0	0.00%		
	Mynes Court (ES)	16	CFLAT		10.15	51	71.05	3,613.40	53,189	10.15	71.05	3,613.40	0	0.00%	53,189			0	0.00%		
	South Bridge	12	SSTD		11.14	51	77.98	3,976.98	43,906	11.31	79.15	4,036.63	60	1.50%	44,564			659	1.50%		
	South Bridge	45	SBSIT		15.88	51	111.16	5,669.16	234,703	16.12	112.83	5,754.20	85	1.50%	238,224			3,521	1.50%		
	South Bridge	7	CBSIT		18.25	51	127.75	6,515.25	41,958	18.52	129.67	6,612.98	98	1.50%	42,588			629	1.50%		
	Roxburgh Place	34	SSTD		15.40	51	107.80	5,497.80	171,971	15.63	109.42	5,580.27	82	1.50%	174,551			2,580	1.50%		
	Roxburgh Place - PGDE	24	SSTD		15.40	43	107.80	4,681.60	103,370	15.63	109.42	4,751.82	70	1.50%	104,920			1,551	1.50%		
	West Mains Rd	119	SSTD		12.53	51	87.71	4,473.21	489,727	12.72	89.03	4,540.31	67	1.50%	497,073			7,346	1.50%		
	West Mains Rd	2	SLRG		13.13	51	91.91	4,687.41	8,625	13.33	93.29	4,757.72	70	1.50%	8,754			129	1.50%		
	Blackwood Cres	32	SSTD		13.35	51	93.45	4,765.95	140,310	13.55	94.85	4,837.44	71	1.50%	142,414			2,105	1.50%		
	Blackwood Cres	3	SLRG		13.99	51	97.93	4,994.43	13,785	14.20	99.40	5,069.35	75	1.50%	13,991			207	1.50%		
	Causewayside	35	SSTD		13.35	51	93.45	4,765.95	153,464	13.55	94.85	4,837.44	71	1.50%	155,766			2,302	1.50%		
	5 Nicolson St (EUMS)	6	SSTD		10.23	51	71.61	3,652.11	21,255	10.38	72.68	3,706.89	55	1.50%	21,574			319	1.50%		
	5 Nicolson St - tfr to 1st Year	0	SROOM		9.74	51	68.18	3,477.18	0	9.89	69.20	3,529.34	52	1.50%	0			0	0.00%		
	5 Nicolson St	5	SFLAT		16.30	51	114.10	5,819.10	28,223	16.54	115.81	5,906.39	87	1.50%	28,646			423	1.50%		
	5 South College St - tfr to 1st Year	0	SSTD		13.35	51	93.45	4,765.95	0	13.55	94.85	4,837.44	71	1.50%	0			0	0.00%		
	5 South College St - tfr to 1st Year	0	SROOM		9.74	51	68.18	3,477.18	0	9.89	69.20	3,529.34	52	1.50%	0			0	0.00%		
	Ratcliffe Terrace	69	SSTD		14.35	51	100.45	5,122.95	325,205	14.57	101.96	5,199.79	77	1.50%	330,083			4,878	1.50%		
Total PG		848							3,992,704						4,050,115			57,411			
Returning																					
Self catering	Davie/West Richmond/Nicolson (CC) & West Nicolson Streets	169	SSTD		11.14	51	77.98	3,976.98	651,948	11.31	79.15	4,036.63	60	1.50%	661,726			9,779	1.50%		
		3	CFLAT		20.00	51	140.00	7,140.00	20,777	20.30	142.10	7,247.10	107	1.50%	21,089			312	1.50%		
	Blackfriars Street	81	SSTD		14.86	37	104.02	3,878.46	304,731	15.08	105.58	3,936.64	58	1.50%	309,302			4,571	1.50%		
	Other UofE - Family	41	SSTD		21.53	52	150.71	7,836.92	311,674	21.85	152.97	7,954.47	118	1.50%	316,349			4,675	1.50%		
	Other UofE - Family (re-turb)	36	SSTD		23.70	52	165.90	8,626.80	301,248	24.06	168.39	8,756.20	129	1.50%	305,767			4,519	1.50%		
	Other UofE - Couple	34	SSTD		19.36	52	135.52	7,047.04	232,411	19.36	135.52	7,047.04	0	0.00%	232,411			0	0.00%		
	Other UofE - 1 person	22	SSTD		16.25	52	113.75	5,915.00	126,226	16.49	115.46	6,003.73	89	1.50%	128,119			1,893	1.50%		
	Other UofE - 2 person	36	SSTD		10.88	52	76.16	3,960.32	138,294	11.04	77.30	4,019.72	59	1.50%	140,369			2,074	1.50%		
	Other UofE - 3 person	60	SSTD		11.06	52	77.42	4,025.84	234,304	11.23	78.58	4,086.23	60	1.50%	237,818			3,515	1.50%		
	Other UofE - 4 person	24	SSTD		10.89	52	76.23	3,963.96	92,281	11.05	77.37	4,023.42	59	1.50%	93,665			1,384	1.50%		
	Other UofE - 5+ person	5	SSTD		10.97	52	76.79	3,993.08	19,366	11.13	77.94	4,052.98	60	1.50%	19,657			290	1.50%		
	Other UofE - KC - Couple	1	CFLAT		20.00	38	140.00	5,320.00	5,160	20.00	140.00	5,320.00	0	0.00%	5,160			0	0.00%		
	Other UofE - DC - Single	1	SFLAT		17.19	38	120.33	4,572.54	4,435	17.45	122.13	4,641.13	69	1.50%	4,502			67	1.50%		
	Other UofE - MC - Single	2	SFLAT		16.30	52	114.10	5,933.20	11,510	16.54	115.81	6,022.20	89	1.50%	11,683			173	1.50%		
Total Returning**		515							2,454,368						2,487,618			33,252			
Revenue from RA's & HA's not inc. above																					
	HA's - Halls	11			11.40	8.62	3.05	34	79.81	2713.41	29,848	11.70	8.75	3.23	81.88	2,983.89	1.50%	6.0%	30,623	775	2.60%
	RA's - Halls	6			5.61	4.22	1.52	34	39.24	1334.20	8,005	5.75	4.28	1.61	40.27	1,369.06	1.50%	6.0%	8,214		
	RA's - JBH	2			7.04	5.65	1.52	37	48.46	1800.11	3,600	7.08	5.73	1.61	49.59	1,842.02	1.50%	6.0%	3,684	84	2.33%
	RA's - UG	41							26,955										27,359	404	1.50%
	RA's - PG	9							16,987										17,241	255	1.50%
TOTAL RA/HA		69							85,394						87,121			1,518			
Total Effect		5,619							24,167,814						24,609,530			441,507		1.83%	

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

* For catered accommodation the daily rate reflects a 3 week period over Christmas & a 3 week period over Spring Break when a room only rate is charged due to changes to Academic timetable

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

There are currently 398 factored beds that fall under this section.

There is very little additional contribution likely as a result of above inflation increases in prices, as most revenue returns to the landlords, and so

it is easier to exclude these properties from the above.

*** The daily catered rate for 2011/12 includes food of £4.02 and payroll of £2.18 and other costs of £0.26. These two latter figures are unchanged from 2010/11

Category A
Category B
Category C
Twins

Appendix 2- Student Rent Matrix including extended lease at Pollock

Student Category	Building/Accommodation Type	Number units	Type	Category	Average 2010/11 daily rate*	2010/11 daily room rate*	2010/11 daily catered rate*	Lease length- AMENID re- Spring	Weekly Lease cost	Total Lease cost	Total 2010/11 Revenue less voids	2011/12 Proposed as daily rate	2011/12 Proposed daily room rate	2011/12 Proposed daily catered rate**	Proposed Weekly lease cost	Total Proposed Lease cost	£ Incr	% Incr - ROOM	% Incr - FOOD	Total 2011/12 Revenue less voids	YR on YR Revenue Incr	Overall % Incr	One extra catered week and 2 non catered - per room	YR on Yr Revenue Increase - all rooms	Total Rent for 37 weeks - each room	YR on Yr Revenue Increase - each room	Revenue increase from spring		
VOIDS (UG)											3.00%									3.00%									
VOIDS (PG)											8.00%									8.00%									
PG																													
Self catering	Richmond Place	234	SEN		15.36	51	107.52	5,468.16	1,177,185	15.59		109.13	5,550.18	82	1,500%	1,194,843	17,658	1.50%											
	NEW Richmond Place (Nic.St Dev)	6	SSML		13.19	51	92.33	4,695.64	25,920	13.19		92.33	4,695.64	0	0.00%	25,920	0	0.00%											
	NEW Richmond Place (Nic.St Dev)	6	STD		15.51	51	108.57	5,521.56	30,479	15.74		110.20	5,604.38	83	1.50%	30,936	457	1.50%											
	NEW Richmond Place (Nic.St Dev)	13	SLRG		17.07	51	119.49	6,076.92	72,680	17.33		121.28	6,168.07	91	1.50%	73,770	1,090	1.50%											
	NEW Richmond Place (Nic.St Dev)	11	SENS		17.84	51	124.88	6,351.04	64,273	18.11		126.75	6,446.31	95	1.50%	65,237	964	1.50%											
	NEW Richmond Place (Nic.St Dev)	10	TEN	TWIN	10.70	51	74.90	3,809.20	35,045	10.86		76.02	3,863.34	57	1.50%	35,570	526	1.50%											
	Myines Court	79	SSTD		14.90	51	104.30	5,304.40	385,524	15.12		105.86	5,383.97	80	1.50%	391,307	5,783	1.50%											
	Myines Court	49	SLRG		15.61	51	109.27	5,557.16	250,517	15.84		110.91	5,640.52	83	1.50%	254,275	3,758	1.50%											
	Myines Court 8.5-10 sq.m	0	SSML		12.44	51	87.08	4,428.64	0	12.44		87.08	4,428.64	0	0.00%	0	0												
	Myines Court < 8.4 sq.m	20	SSML		11.04	51	77.28	3,930.24	72,316	11.04		77.28	3,930.24	0	0.00%	72,316	0	0.00%											
	Myines Court - tbc	0	VROOM		9.94	51	69.58	3,538.64	0	9.94		69.58	3,538.64	0	0.00%	0	0												
	Myines Court	0	TWINS		7.80	51	54.60	2,776.80	0	7.80		54.60	2,776.80	0	0.00%	0	0												
	Myines Court	7	SFLAT		15.36	51	107.52	5,488.16	35,215	15.59		109.13	5,550.18	82	1.50%	35,743	528	1.50%											
	Myines Court (PH)	4	CFLAT		10.58	51	74.06	3,766.48	13,861	10.58		74.06	3,766.48	0	0.00%	13,861	0	0.00%											
	Myines Court (ES)	16	CFLAT		10.15	51	71.05	3,613.40	53,189	10.15		71.05	3,613.40	0	0.00%	53,189	0	0.00%											
	South Bridge	12	SSTD		11.14	51	77.98	3,976.98	43,906	11.31		79.15	4,036.63	60	1.50%	44,564	659	1.50%											
	South Bridge	45	SBSIT		15.88	51	111.16	5,669.16	234,703	16.12		112.83	5,754.20	85	1.50%	238,224	3,521	1.50%											
	South Bridge	7	CBSIT		18.25	51	127.75	6,515.25	41,958	18.52		129.67	6,612.98	98	1.50%	42,588	629	1.50%											
	Roxburgh Place	34	SSTD		15.40	51	107.80	5,497.80	171,971	15.63		109.42	5,580.27	82	1.50%	174,551	2,580	1.50%											
	Roxburgh Place - PGDE	43	SSTD		15.40	51	107.80	5,497.80	103,370	15.63		109.42	5,580.27	82	1.50%	104,920	1,551	1.50%											
	West Mains Rd	119	SSTD		12.53	51	87.71	4,473.21	489,727	12.72		89.03	4,540.31	67	1.50%	497,073	7,346	1.50%											
	West Mains Rd	2	SLRG		13.13	51	91.91	4,687.41	8,625	13.33		93.29	4,757.72	70	1.50%	8,754	129	1.50%											
	Blackwood Cres	32	SSTD		13.35	51	93.45	4,765.95	140,310	13.55		94.85	4,837.44	71	1.50%	142,414	2,105	1.50%											
	Blackwood Cres	3	SLRG		13.99	51	97.93	4,994.43	13,785	14.20		99.40	5,069.35	75	1.50%	13,991	207	1.50%											
	Causewayside	35	SSTD		13.35	51	93.45	4,765.95	153,464	13.55		94.85	4,837.44	71	1.50%	155,766	2,302	1.50%											
	5 Nicolson St (EUMS)	6	SSTD		10.23	51	71.61	3,652.11	21,255	10.38		72.68	3,708.89	55	1.50%	21,574	319	1.50%											
	5 Nicolson St - tfr to 1st Year	0	SROOM		9.74	51	68.18	3,477.18	0	9.89		69.20	3,529.34	52	1.50%	0	0												
	5 Nicolson St	5	SFLAT		16.30	51	114.10	5,819.10	28,223	16.54		115.81	5,906.39	87	1.50%	28,646	423	1.50%											
	5 South College St - tfr to 1st Year	0	SSTD		13.35	51	93.45	4,765.95	0	13.55		94.85	4,837.44	71	1.50%	0	0												
	5 South College St - tfr to 1st Year	0	SROOM		9.74	51	68.18	3,477.18	0	9.89		69.20	3,529.34	52	1.50%	0	0												
	Ratcliffe Terrace	69	SSTD		14.35	51	100.45	5,122.95	325,205	14.57		101.96	5,199.79	77	1.50%	330,083	4,878	1.50%											
Total PG		848									3,992,704									4,050,119	57,411								
Returning																													
Self catering	Davie/West Richmond/Nicolson (CC) & West Nicolson Streets	169	SSTD		11.14	51	77.98	3,976.98	651,946	11.31		79.15	4,036.63	60	1.50%	661,726	9,779	1.50%											
	Blackfriars Street	3	CFLAT		20.00	51	140.00	7,140.00	20,777	20.30		142.10	7,247.10	107	1.50%	21,089	312	1.50%											
	Other UoE - Family (re-furb)	81	SSTD		14.86	37	104.02	3,878.46	304,731	15.08		105.58	3,936.64	58	1.50%	309,302	4,571	1.50%											
	Other UoE - Couple	41	SSTD		21.53	52	150.71	7,836.92	311,674	21.85		152.97	7,954.47	118	1.50%	316,349	4,675	1.50%											
	Other UoE - 1 person	36	SSTD		23.70	52	165.90	8,626.80	301,248	24.06		168.39	8,756.20	129	1.50%	305,767	4,519	1.50%											
	Other UoE - 2 person	34	SSTD		19.36	52	135.52	7,047.04	232,411	19.36		135.52	7,047.04	0	0.00%	232,411	0	0.00%											
	Other UoE - 3 person	22	SSTD		16.25	52	113.75	5,915.00	126,226	16.49		115.46	6,003.73	89	1.50%	128,119	1,893	1.50%											
	Other UoE - 4 person	36	SSTD		10.88	52	76.16	3,960.32	138,294	11.04		77.30	4,019.72	59	1.50%	140,369	2,074	1.50%											
	Other UoE - 5+ person	0	SSTD		11.06	52	77.42	4,025.84	234,304	11.23		78.58	4,086.23	60	1.50%	237,818	3,515	1.50%											
	Other UoE - KC - Couple	24	SSTD		10.89	52	76.23	3,963.96	92,281	11.06		77.37	4,023.42	59	1.50%	93,665	1,384	1.50%											
	Other UoE - DC - Single	5	SSTD		10.97	52	76.79	3,993.08	19,366	11.13		77.94	4,052.98	60	1.50%	19,657	290	1.50%											
	Other UoE - MC - Single	1	CFLAT		20.00	38	140.00	5,320.00	5,160	20.00		140.00	5,320.00	0	0.00%	5,160	0	0.00%											
	Other UoE - DC - Single	1	SFLAT		17.19	38	120.33	4,572.54	4,435	17.45		122.13	4,641.13	69	1.50%	4,502	67	1.50%											
	Other UoE - MC - Single	2	SFLAT		16.30	52	114.10	5,933.20	11,510	16.54		115.81	6,022.20	89	1.50%	11,683	173	1.50%											
Total Returning**		515									2,454,366									2,4									

OUTLOOK FOR 2010/11 & 2011/12

Accommodation Services
Total Expenses

		2010/11	2010/11	2011/12	2012/13	2013/14
		Estimated in 09/10	latest update			
	<u>Assumptions</u> Labour increases inc. Pensions			1.9%	1.9%	3.5%
	Overhead increases			3.0%	3.0%	3.0%
	Energy increases (see attached workings)			9.2%	9.3%	9.3%
	University subsidy increase			0.0%	0.0%	0.0%
	Misc income increases			3.0%	3.0%	3.0%
	Short lease flat income increases			3.0%	3.0%	3.0%
		2010/11	2010/11	2011/12	2012/13	2013/14
Income	Student Rents (exc short lease)	24,742,895	23,904,300	25,330,992	25,837,612	26,483,552
	Short lease rents	1,410,231	1,480,199	1,524,605	1,570,343	1,617,453
	Other Income	193,516	110,290	113,599	117,007	120,517
	Total income	26,346,642	25,494,789	26,969,196	27,524,962	28,221,522
Direct	Accommodation	951,695	954,995	956,376	957,790	959,235
	Leased Accommodation - Rents Payable	3,241,695	3,458,945	3,575,727	3,716,003	3,862,258
	Food	837,706	910,522	964,972	993,921	1,023,739
	<i>Add Food see note 2</i>			26,937	27,745	28,577
	Drink	0	0	0	0	0
	Other Income	7,133	6,745	6,947	7,156	7,370
	Total Cost of sales	5,038,229	5,331,207	5,530,960	5,702,615	5,881,179
Payroll	Cleaning	2,101,276	2,061,440	2,100,217	2,140,073	2,214,233
	<i>Add Cleaning see note 2</i>			16,806	17,125	17,718
	Portering/Security	920,402	892,835	909,630	926,892	959,011
	<i>Add Security see note 2</i>			10,041	10,232	10,586
	Other Student Related	955,734	938,521	956,175	974,321	1,008,084
	Catering	778,557	793,478	808,404	823,745	852,290
	<i>Add Catering see note 2</i>			35,601	36,277	37,534
	Indirect/support	1,469,265	1,418,833	1,445,522	1,472,954	1,523,996
	<i>Add Indirect see note 2</i>			13,056	13,304	13,765
	Total Payroll	6,225,234	6,105,107	6,295,451	6,414,922	6,637,217
Indirect	Utilities	2,217,328	1,837,713	2,007,198	2,193,202	2,397,366
	<i>Add Utilities see note 2</i>			70,205	76,711	83,852
	Property maint & Equip	5,082,443	5,082,443	5,336,565	5,603,393	5,883,563
	<i>Add Maint & Equip see note 2</i>			55,470	57,134	58,848
	Other	2,537,773	2,051,214	2,112,750	2,176,133	2,241,417
	<i>Add Indirect Costs see note 2</i>			36,178	37,263	38,381
	Debt repayments	6,850,156	6,850,156	6,665,572	6,699,384	6,306,879
	Lost contribution from Commercial - see note 1			525,908	541,685	557,935
	Total indirect costs	16,687,700	15,821,526	16,809,846	17,384,906	17,568,242
	Gross profit	-1,604,521	-1,763,051	-1,667,061	-1,977,481	-1,865,116
	University subsidy (set at 3% per annum)	1,831,186	1,831,186	1,831,186	1,831,186	1,831,186
	surplus	226,665	68,135	164,125	-146,295	-33,930
	Adjustments to property maintenanc see note 1 below	220,000	0	150,000	-150,000	0
	Revised surplus outcome	6,665	68,135	14,125	3,705	-33,930
	Calculations on income required from main student accommodation					
	Input rent %age increase					
	2010/11			1.3%		
	2010/11 - short lease			3.0%		
	2011/12			5.97%		
	2011/12 - short lease			3.0%		
	2012/13			2.0%		
	2012/13 - short lease			3.0%		
	2013/14			2.5%		
	2013/14 - short lease			3.0%		
	Increase in revenue			1,426,692		
				5.97%		
				0		

Note 1 In past years the property maintenace budget has been flexed to help smooth out rent increases
There is a marginal impact with costs balanced across 2011/12 and 2012/13

Note 2 Effect of loss on income and impact of costs that move back to student account as result of loss of spring break - summarised below

Note 3 Not comparative figure as impacted by increased revenue from extended Pollock lease

Check

Loss of commercial profitability	525,908
Additional fix Direct	0
Labour	75,504
Indirect	161,853
Additional va Food	26,937
Bad debt	10,377
	800,579

Estimated income to move Cated Halls to a 37 week contrac

Accommodation	721,725
Food	80,118
	801,843

Cost of Sales

	Budget <u>2009/10</u>	Budget <u>2010/11</u>	Latest <u>2010/11</u>		<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	
Accommodation								
Student Data/Telephony								
PFML	0	0	0		0	0	0	replaced by Keycom from 09/10
INUK Networks	0	0	0		0	0	0	replaced by Keycom from 09/10
Keycom	880,045	904,272	884,474	0%	884,474	884,474	884,474	Fixed price contract for 5yrs from 09/10
	<u>880,045</u>	<u>904,272</u>	<u>884,474</u>		<u>884,474</u>	<u>884,474</u>	<u>884,474</u>	
Student Contents Insurance	49,084	49,928	48,819	1.5%	49,551	50,295	51,049	contract rolled forward in 2009
	<u>49,084</u>	<u>49,928</u>	<u>48,819</u>		<u>49,551</u>	<u>50,295</u>	<u>51,049</u>	
Bedding Packs	19,000	21,700	21,700	3%	22,351	23,022	23,712	
	<u>19,000</u>	<u>21,700</u>	<u>21,700</u>		<u>22,351</u>	<u>23,022</u>	<u>23,712</u>	
Leased - rents								
UofE E&B Lease rent	387,347	392,189	392,189	2.0%	400,033	408,033	416,194	increase linked to Flat rent increase
Long Lease rent	1,579,895	1,762,110	1,779,883	5.0%	1,850,216	1,942,726	2,039,863	linked to RPI or av.rent increase - forecast at 5% as inflation rising
Bought In		0	0	3.0%	0	0	0	
Short lease rent	1,191,604	1,319,593	1,286,873	3.0%	1,325,479	1,365,244	1,406,201	Based on est. Revenue increase
	<u>3,158,846</u>	<u>3,473,892</u>	<u>3,458,945</u>		<u>3,575,727</u>	<u>3,716,003</u>	<u>3,862,258</u>	
TOTAL	<u>4,106,975</u>	<u>4,449,792</u>	<u>4,413,938</u>		<u>4,532,104</u>	<u>4,673,793</u>	<u>4,821,493</u>	
CHECK	4,106,975	4,449,793						
	Budget <u>2009/10</u>	Budget <u>2010/11</u>	Latest <u>2010/11</u>		<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	
Food Other Food			6,050	3.0%	6,232	6,418	6,611	
Student Meals	813,307	869,417	904,472		958,740	987,503	1,017,128	10/11 based on higher uptake on Meals eaten
					6.00%	3.00%	3.00%	IMAC to confirm
Other Income (see front page)				Combined Incr	5.98%	3.00%	3.00%	

Utilities			Student	Student	Latest View		2011/12	2012/13	2013/14		
			2009/10	2010/11	2010/11		2011/12	2012/13	2013/14		
Electricity	Halls/Houses		277,896	337,255	297,229	10.0%	326,952	10.0%	359,647	10.0%	395,611 see commentary
	Flats		802,189	830,345	794,141	10.0%	873,555	10.0%	960,911	10.0%	1,057,002
	Other		0	0	0	10.0%	0	10.0%	0	10.0%	0
Gas	Halls		103,720	134,615	93,174	10.0%	102,492	10.0%	112,741	10.0%	124,015 see commentary
	Flats		8,928	27,024	21,805	10.0%	23,986	10.0%	26,384	10.0%	29,023
	Other		0	0	0	10.0%	0	10.0%	0	10.0%	0
CHP - Power	Halls		190,490	312,243	200,121	10.0%	220,133	10.0%	242,147	10.0%	266,361
	CHP - Heat	Halls	285,414	245,421	227,151	10.0%	249,866	10.0%	274,853	10.0%	302,338
Water	Halls		192,344	218,217	204,091	3.0%	210,214	3.0%	216,520	3.0%	223,016
	Flats		0	0	0	3.0%	0	3.0%	0	3.0%	0
New Property	All					10.0%	0	10.0%	0	10.0%	0
			1,860,980	2,105,120	1,837,713		2,007,198		2,193,202		2,397,366
CHECK			1,860,980	2,105,120	1,837,713		9.2%		9.3%		9.3%

Re-forecast

			BUD	STUDENT	ACT	Type	Increase	F/CAST	STUDENT	
			2010/11	2010/11	2009/10	tbc	2010/11	10/11 latest		
Halls - General	Electricity		127,552	80,204	91,594	Contract	10%	100,753	63,353	
	Gas		88,295	69,921	78,284	Contract	-25%	58,713	46,495	
	Water		226,372	159,823	213,369	Market Rate	-5%	202,700	143,111	
	CHP - Power		462,002	312,243	370,131	Contract	-20%	296,105	200,121	
	CHP - Heat		309,915	245,421	327,822	Contract	-13%	286,844	227,151	
Pollock Halls	Gas Masson		30,509	0	29,007	Contract	-25%	21,756	0	
	Electricity Masson		0	0	0	Contract	10%	0	0	
Outward Halls	Electricity Rich.Place		88,000	88,000	94,171	Market Rate	10%	103,588	103,588	
	Water Rich.Place		36,637	36,637	43,351	Market Rate	-5%	41,183	41,183	
	Gas Rich.Place		17,701	17,701	15,174	Market Rate	-25%	11,380	11,380	
	Electricity Mylnes Court		87,425	87,425	44,453	Contract	10%	48,898	48,898	
	Gas Mylnes Court		33,300	33,300	32,616	Contract	-25%	24,462	24,462	
	Water Mylnes Court		21,757	21,757	20,839	Market Rate	-5%	19,797	19,797	
	Electricity David Horn		13,200	11,476	7,180	Market Rate	10%	7,898	6,867	
	Gas David Horn		7,875	6,847	6,834	Contract	-25%	5,125	4,456	
	Electricity Kitchener		13,200	11,476	10,438	Market Rate	10%	11,482	9,982	
	Gas Kitchener		7,875	6,847	9,786	Contract	-25%	7,340	6,381	
UofE Flats	Water Kitchener		0	0	0	Market Rate	-5%	0	0	
	Electricity Fraser Court		68,200	58,673	0	Market Rate	10%	75,020	64,541	
	Electricity		803,000	698,610	709,784	Market Rate	10%	780,763	679,264	
LL Flats	Gas		616	536	0	Market Rate	-25%	616	536	
	Water (sewerage)		0	0	0	Market Rate	-5%	0	0	
	Electricity Sciennes 1		43,450	36,069	50,662	Market Rate	10%	55,728	46,262	
Other	Electricity Bl'wood Cres/C'wayside		31,351	31,351	11,399	Market Rate	10%	12,539	12,539	
	Gas Bl'wood Cres/C'wayside		0	0	0	Market Rate	-25%	0	0	
	Electricity Roxburgh Place		28,458	25,564	14,934	Market Rate	10%	16,427	14,757	
	Gas Roxburgh Place		8,129	7,302	3,977	Market Rate	-25%	2,983	2,680	
	Water Roxburgh Place		0	0	0	Market Rate	-5%	0	0	
	Electricity Ratcliffe Terrace		15,402	15,402	18,721	Market Rate	10%	20,594	20,594	
	Gas Ratcliffe Terrace		7,250	7,250	8,872	Market Rate	-25%	6,654	6,654	
	Electricity South Bridge		5,452	5,452	2,573	Market Rate	10%	2,830	2,830	
	Electricity RP: Nicolson St		29,623	17,897	0	Market Rate	10%	29,623	17,897	
	Gas RP: Nicolson St		19,756	11,936	0	Market Rate	-25%	19,756	11,936	
Other Commercial	Electricity Holyrood		8,800	0	9,840	Market Rate	10%	10,824	0	
	Gas Holyrood		4,000	0	0	Market Rate	-25%	4,000	0	
	Other Commercial		65,485	0	42,186	Market Rate	10%	46,405	0	
			2,710,587	2,105,120	2,267,996			2,332,785	1,837,713	
			2,710,587	2,105,120				-267,407		

from 2009/10 utility bills spreadsheet
efin download

Estimated Payroll increases

	31.07.09	2009/10		2010/11		2011/12		2012/13		2013/14	
		Aug-09	Oct-09	Aug-10	Oct-10	Aug-11	Aug-12	Aug-13			
Current Pay	12,000	12,060	12,060	12,108	12,108	12,229	12,229	12,352	12,352	12,722	12,722
		0.5%	0%	0.4%	0.00%	1.00%	1.00%	1.00%	1.00%	3.00%	3.00%
		2,010	10,050	12,060	0	12,108	6,115	12,229	12,352	12,722	12,722
				0.50%		0.40%		1.00%	1.00%		3.00%

Incremental points

				2010/11							2011/12	2012/13	2013/14	
				fte	SS	W&S	CAT	P&RS	D	HR	TOTAL			
				BD&O										
Grade 1	Point 1	13150					2	38.52			40.52	14,101		
	Point 2	13498	2.65%				19.72	118.1			137.82			
Grade 2	Point 1	13856					0.25	9.29			9.54	2,996		
	Point 2	14170	2.27%				34.5	5.83			40.33	11,292		
	Point 3	14450	1.98%				23.74	17.71			41.45			
Grade 3	Point 1	15292		3.25			2	2.65		0.57	8.47	3,617	3,744	3,964
	Point 2	15719	2.79%	10.25			5.5	3.76			19.51	8,623	9,131	9,404
	Point 3	16161	2.81%		0.85		1	3.76			5.61	2,625	2,704	
	Point 4	16629	2.90%				3	3.42			6.42	3,094		
	Point 5	17111	2.90%	2.29			13.6	28.7			44.59			
Grade 4	Point 1	17606			1						1	511	526	542
	Point 2	18117	2.90%				0.5				0.5	263	271	279
	Point 3	18643	2.90%					1			2	1,084	1,116	
	Point 4	19185	2.91%	1.25				0.8			2.05	1,144		
	Point 5	19743	2.91%	7.2	5			4			16.2			
Grade 5	Point 1	20327									0	0	0	0
	Point 2	20938	3.01%					1			1	627	671	643
	Point 3	21565	2.99%				1			1	2	1,342	1,286	1,374
	Point 4	22236	3.11%		1		2				3	1,929	2,061	
	Point 5	22879	2.89%	2			7	2			11	7,557		
	Point 6	23566	3.00%	1	1	1					3			
Grade 6	Point 1	25001						1			1	750	772	796
	Point 2	25751	3.00%			1					1	772	796	820
	Point 3	26523	3.00%	1	2	1	1				5	3,980	4,100	4,220
	Point 4	27319	3.00%	1			2				3	2,460	2,532	
	Point 5	28139	3.00%	5	1		4				10	8,440		
	Point 6	28983	3.00%	4	3		1	1			9			
Grade 7	Point 1	29853									0	0	0	0
	Point 2	30747	2.99%								0	0	0	0
	Point 3	31671	3.01%	1							1	949	980	1,007
	Point 4	32620	3.00%					1			1	980	1,007	1,039

	Point 5	33600	3.00%				2		2	2,014	2,078								
	Point 6	34607	3.00%				1		3	3,117									
	Point 7	35646	3.00%	3	1		2	6.7	1.24	13.94									
Grade 8	Point 1	36715								0	0	0							
	Point 2	37839	3.06%							0	0	0							
	Point 3	38951	2.94%							0	0	0							
	Point 4	40119	3.00%				1			1	1,204	1,240							
	Point 5	41323	3.00%				1			1	1,240	1,277							
	Point 6	42563	3.00%	1						1	1,277								
	Point 7	43840	3.00%		3				1	1	5								
Grade 9	Point 1	46510								0	0	0							
	Point 2	47905	3.00%							0	0	0							
	Point 3	49342	3.00%							0	0	0							
	Point 4	50822	3.00%							0	0								
	Point 5	52347	3.00%				4			4									
Grade 10	Point 15	85461					1			1	2,547	2,547							
	Point 16	88008	2.98%							0									
	Point 17	90555	2.89%							0									
										<hr/>									
										44.24	19.85	3.00	125.81	255.24	6.00	4.81	<hr/>		
													90,536	36,291	27,912				

As % of total AS Budget 2010/11 payroll

10,635,551	10,635,551	10,635,551	Adjusted for 0.4% incr. in 10/11
0.85%	0.34%	0.26%	

E'ers Pension Contributions

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

	<u>SBS</u>	<u>LGSS</u>	<u>USS</u>	
Current rate 09/	20.3%	24.7%	16.0%	
	<u>Increases</u>	<u>Increases</u>	<u>Increases</u>	
2010/11	0.00%	0.00%	0.00%	
2011/12	0.00%	0.00%	0.00%	triennial valuation due 2008 - assumption
2012/13	2.00%	3.00%	0.00%	
2013/14	0.00%	0.00%	2.00%	

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

Estimated current total pensionable pay

	<u>£</u>	<u>£</u>	<u>% of total payroll</u>
	<u>Pension</u>	<u>Payroll</u>	
2010/11	879,354	10,635,551	8.27%
2011/12	898,861	10,832,442	8.30%
2012/13	972,008	10,977,730	8.85%
2013/14	1,026,714	11,335,872	9.06%

See Pension forecast for SAR 2010 11.xls

1. Cost of Sales

ResNet

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

Rents payable

3 constituent parts

- a) E&B rents - linked to student rent increases
- b) 3rd Party long lease - linked to student rent increases, In reality these are a combination of inflationary increases and increases based on UofE rises in similar property or av. Of Scottish Uni increases. All rises are limited to arange of 3-5%
However due to rising inflation these are currently set at 5% for 10/11 and future years
- c) Short lease 3rd Party - the rent increases are dictated by the ext.landlord - 3% assumed

Food

Currently running at 4 to 6% inflation, assumed maintains this level going forward

2. Payroll

2010/11

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

b) Pay harmonisation was implemented on 1st August 2006

Current 10/11 settlement proposed at 0.4%, compared to assumption of 4% this time last year

Assumed 1% from 01.08.11 and 01.08.12, then 3.0% each year thereafter

Payroll assumptions are:

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

Increments adding ~ 0.9% in 2011/12, and ~0.3% the following year and ~0.3% after that

3. Overheads

a) Utilities

See attached detail

Increases based on info obtain from Energy & Sustainability Office

Electricity - new contract comes into play from 01.04.10 and will run to 31.07.11, with 10% increase

Gas - current contract from 01.08.10 is 25% lower then previous year. Deal for next 12mths still being negotiated

Water likely to be 3% from 01.04.11

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

b) Property Maintenace etc

Reflects current levels of anticiated expenditure

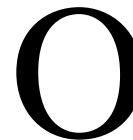
c) Other overheads assumed at 3% inflationary increase

d) Financing

Includes costs associated with JBH and JMC Restaurant re-furb

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

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



The University of Edinburgh

Central Management Group

23 November 2010

The University of Edinburgh Distance Education Initiative

Brief description of the paper

To expand the reach of the University's postgraduate and CPD provision to potential students for whom residential study in Edinburgh is not a realistic option, we are funding a 5 year Initiative to substantially expand online distance education, building on the sound base that already exists in some Schools. This expansion will additionally diversify our sources of income from PGT students, to reduce the risk from immigration controls and disruption to world travel.

This paper sets out the high level plan to expand distance education through a fund designed to support Schools to develop sustainable online distance education programmes at postgraduate level. Attention will also be directed towards re-shaping central Support Services to provide an infrastructure suitable for distance learning students.

Action requested

CMG is invited to note this report, and to offer advice on the high level plan.

Resource implications

Does the paper have resource implications? Yes, included in the paper – funding was agreed by F&GPC on 15 September 2010.

Risk assessment

Does the paper include a risk analysis? Yes

Equality and diversity

Does the paper have equality and diversity implications? Yes, the Initiative is designed to widen access to the University's postgraduate programmes

Freedom of information

Can this paper be included in open business? Yes

Originator of the paper

Vice-Principal Professor Jeff Haywood

The Distance Education Initiative: a strategy for a substantial increase in online distance education at Edinburgh

The University of Edinburgh Distance Education Initiative

During summer 2010, Principal's Strategy Group discussed and approved a proposal to greatly expand postgraduate distance education provision at the University of Edinburgh, and the business case for the Initiative was approved by Finance & General Purposes Committee in September 2010. Funding of £4.5M has been approved, profiled over 5 years.

Our aim is to reach **new** postgraduate (including CPD) student audiences by a substantial increase in the number and breadth of courses and programmes offered by the University via online distance education. This will enhance the University's reputation for modern, high quality education, will diversify our income streams to accommodate risks from visa limits and uncertain worldwide travel, and will develop staff skills and University services for the longer term.

Our targets are to:

1. Recruit to the first of the new programmes and courses for intake in AY2012-13, with a steady increase in programmes over the next 5 years and by the end of the decade, the number of students studying at a distance will match the number of on-campus taught postgraduates.
2. Assist all Schools to have at least one offering in distance mode;
3. Ensure all courses are fully financially sustainable after their 1-2 year start-up period, in terms of academic costs and support costs;
4. Ensure courses are viewed internally and externally as being of very high quality, reflected for example in premium fee levels, applicant numbers, external rankings, School/College regard, academic staff regard and graduate satisfaction.

This paper outlines the high level implementation plan for the Initiative as of November 2010; it will evolve in detail as discussions take place over the coming weeks and a call for proposals will be issued at the start of 2011. For those who would like more background on the rationale for this development, a summary of current distance education in HE, and relevant readings, may be found at the end of this document.

The starting point

The University of Edinburgh presently offers 24 DE courses, alone or in collaboration with other organisations. Enrolment in 09/10 was 825 students, ~300 FTEs, ie mainly part-time study, average 50% overseas. All are taught postgraduate courses, most based in CMVM where they account for ~80% of the total PGT cohort. Some are highly innovative and all offer good quality education. They provide the University with a solid foundation of pedagogical, managerial and technical expertise on which to build. For comparison, total PGT FTEs in 2009-10 were ~3110 (~5000 headcount; 50% overseas) and gross fee income was approximately ~£26M (plus SFC T grant of ~£2.8M).

We intend to build on these foundations, drawing in the expertise and experience of staff working on these programmes wherever possible.

The Initiative also aligns with the highly successful Internationalisation Strategy and the recent launch of Global Academies which will offer interdisciplinary study around key global challenges, including via distance education.

Over recent months, an increasing number of academic staff and Schools have raised the question of support for distance education, but expressed concerns about the current level

Distance Education Initiative

of incentives and also the lack of sufficient central student and systems support. The Initiative has been designed to address these concerns.

Our decision to invest in distance education is based upon our assessment of the financial potential, fully demonstrated by some Schools, that PGT income can be substantial. The table below shows fee income per cohort enrolled at fees per programme of £5k and £10k:

FTEs enrolled	Average fee per course / programme	Gross income for course / programme cohort
1000	£5000	£5M
1000	£10000	£10M
5000	£5000	£25M
5000	£10000	£50M
Current standard Masters fees: UK/EU £5100; Band 1 overseas £11,750		

Most distance learners are part-time and so income flows more slowly than for full-time students, spread usually over 2-3 years, but is still substantial.

For the Initiative to be worthwhile to the University and to participating Schools, programmes and CPD courses need to generate a 'profit' in some form. This can come about in several ways, for example:

- Increased PGT volume and hence increased SFC volume-related T grant;
- Cash surplus on programmes/courses once **all** direct and indirect costs have been accounted for;
- Ability to recruit academic and/or support staff to work on the DE courses, but with some appreciable amount of their time available to direct to other activities (eg research, other admin).

Business plans will need to demonstrate the planning and costing that makes a financial as well as an academic case. It may be appropriate for a pilot or start-up phase during which there is lower recruitment, but within a short period sustainability must be reached and evident in any proposal.

The 5 year programme in outline

The Initiative will take place in three phases, and much work is already underway for Phase 1. The plan is still under development but is correct in its outline and essentials.

Phase 1: present – 31/12/2010 – planning and consultation phase. Agreeing with Colleges, Schools the processes by which new courses will be developed and funded; agreeing with Support Services how students and staff will be assisted; consultations with other key stakeholders (VPs/APs and Senatus Committees; Boards of Studies); recruit small central team to support process; create small oversight body with relevant expertise to ensure transparency & rigour; market intelligence analyses carried out. *Planning and consultation will continue throughout the Initiative to ensure that it remains responsive to academic and support service needs;*

Phase 2: 01/01/2011 – 31/07/2013 – 1st tranche of new courses designed, developed and released. Identification of courses with Colleges & Schools; market research completed; business case developed; funding agreed; pedagogical, organisational and technology design carried out, courses developed and delivered in pilot mode for first offering in AY2012-13; pilots evaluated, refined and ready for re-offer;

Phase 3: 01/08/2013 – 31/07/2015 – further new courses & sustainability planning. 2nd tranche of new courses from identification to release; subsequent tranches in planning; review of Initiative & report; design of long term sustainability plan post Initiative funding;

Distance Education Initiative

For courses that originate in Schools or sections with strong DE experience, the processes can be quite light touch, whereas for others a more robust approach will be necessary. Funding will be allocated to promote DE in a wide variety of subject areas, to develop expertise and expand the University's portfolio. Where good collaborative opportunities exist with external organisations, these will be strongly supported.

Managing our distance education initiative

1. We will invest £4.5M over 5 years in new courses that are **fully sustainable, in terms of academic and support costs**. Based on past experience, we have chosen this funding profile:

Year	Funding
Year 1 (AY10-11)	£0.5M
Year 2 (AY11-12)	£1.0M
Year 3 (AY12-13)	£1.0M
Year 4 (AY13-14)	£1.0M
Year 5 (AY14-15)	£1.0M
Total:	£4.5M

A small fraction of these funds will underwrite the administration costs. The great majority of the funds will be available for competitive bidding by Schools and, to a lesser extent, by Support Services. Where Schools take this pump-priming funding to develop a new PGT programme the usual waiver of 20% NPRAS topslice for the first two years will not apply to that programme, and NPRAS will take effect from first recruitment. If we receive more proposals than we can fund, we will support those developments but funding will need to come from the 20% NPRAS relief for two years and/or School/College strategic funds.

We are still in discussion as to whether existing DE programmes may bid for funding if they can demonstrate that this will result in a substantial remodelling to enable greatly increased recruitment or greater efficiencies.

2. We will manage the funding process for new programmes in the light of our experience in the Principal's eLearning Fund (PeLF), with a Steering Group making the evaluations, awarding funding and monitoring progress. Calls for funding will be issued each year, using standard guidance for proposers. Advice and support will be available for potential bidders to enable them to develop viable bids. Particular emphasis will be placed on a robust business case using standard costing models and market research;
3. Strong College representation on the Steering Group will ensure that all developments are aligned with College strategic priorities. There will be transparent and rigorous selection of new courses, and adequate funding will be offered (probably ~£150-£200k per new programme). The milestones and outcomes of each funded proposal will be monitored to ensure that developments are on track and are delivering on their targets. CPD courses will also be supported, with an appropriate level of funding and timescales to delivery;
4. Academic governance for new programmes and courses will be via the usual route of Boards of Studies, QA Committees etc in Schools/Colleges and Senatus Committees;
5. The Initiative will be managed using industry-standard good practice and, as a change project, will have oversight from Knowledge Strategy Committee, using the recently-developed governance toolkit. The Initiative falls into the category of 'Major Project' due to the scale of change and the total costs, including academic and support staff time needed.

Distance Education Initiative

Risk assessment

Although a full risk assessment for the Initiative has not been done, these are likely to be the main significant risks, with mitigating actions noted:

Risk	Probability	Impact	Mitigating actions
Lack of financially viable markets in subjects which Schools are interested in developing courses	Low	Moderate	Ensure market intelligence & analysis are high quality; guide Schools to fruitful opportunities
Insufficient interest of sufficient academics in Schools to make viable programme	Moderate	High	Offer good pedagogical, technical support plus time to do development work; valuing and rewarding appropriately
Insufficient interest of senior staff in Schools to initiate or support distance education development	Low	High	Regular high level briefings on Initiative, and progress reports; information on potential income streams
Failure of DE courses that are established to deliver high quality education	Moderate	High	Ensure excellent support; exemplars and guidelines for high quality; ensure adequate evaluation; support to QA processes & Boards of Studies etc
Failure of student support services & processes to meet DE student needs	Low	High	Involve all central and local support services in planning at early stage; learn lessons from successful providers; fund adequately in start up phase
Failure to reach sufficient potential students through marketing	Moderate	Moderate - High	Gather lessons from successful HEIs etc; ensure good MI/MR and publicity is well targeted and evaluated

Vice Principal Professor Jeff Haywood
09 November 2010

Distance Education Initiative

Background

Distance education (DE), especially online, is increasing in higher education worldwide. All types of universities - private and public, for-profit and not-for-profit, research-intensive and teaching-oriented – are putting in place mechanisms to expand their 'footprint' in this field. Some plans are modest; others are more ambitious, but all have a similar aim: to reach potential students who are difficult to serve with fully on-campus education for reasons of time, geography, funding or immigration restrictions. Alongside this diversification of educational opportunity comes a diversification of income sources to compensate for present or potential limitations in traditional student markets. One view of HE in the future assumes that most HEIs will have significant DE, even the most 'elite', a view backed up in the US, Australia and UK where all the R1, G8 and Russell universities have some activity now and a few have programmes to expand systematically. The UK (Labour) government had a consistent desire to expand greatly HE distance education, and the report from its Online Learning Task Force is due this autumn.

To date, much growth in DE in research-intensive universities has been mostly bottom-up from individual academics or departments. To shift gear to a substantial programme of high quality offerings at a distance, with appropriate support for students and teachers, requires an institutional commitment to distance education as a core strategic activity. All academic and support areas need some degree of re-design: course design, technologies, payment of tutors, business models, marketing and intelligence, assessment regulations, matriculation, complaints, off-campus access to student services etc. There is a need for significant up-front investment with a realistic plan for return on investment.

1. For those who wish to explore further the background and evidence from current trends and developments, these online sources will give you a starter:

Short, readable report on growth of US online HE enrolments & university views

http://sloanconsortium.org/publications/survey/pdf/online_nation.pdf

Distance education thread running through the UK Govt Higher Ambitions policy document

<http://www.bis.gov.uk/assets/BISCore/corporate/docs/H/09-1447-higher-ambitions>

UK Labour government directed HEFCE to establish Online Learning Task Force – report due autumn 2010 – UoE Principal TF member

<http://www.hefce.ac.uk/learning/enhance/taskforce/> - see also a recent report for the TF on current UK DE provision http://www.hefce.ac.uk/pubs/rereports/2010/rd17_10/

THES note about the TF

<http://www.timeshighereducation.co.uk/story.asp?storycode=412768>

Survey of virtual campuses worldwide – selective but demonstrates scale of expansion of traditional universities into online arena

<http://revica.europace.org/Re.ViCa%20Online%20Handbook.pdf>

Online education at Leicester

<http://www2.le.ac.uk/study/ways/distance>

Univ London long-standing and well-regarded External Degree Programme re-brands itself as University of London International Programmes

<http://www.londoninternational.ac.uk/>

Online education at Harvard

<http://www.extension.harvard.edu/DistanceEd/>

online education at UBC

<http://olt.ubc.ca/>

University of California Office of President initiative to develop online **undergraduate** provision

http://groups.ischool.berkeley.edu/onlineeducation/resources_all

Warwick Business School online MBA and rankings

<http://www.wbs.ac.uk/students/mba/learn/dl.cfm>

The University of Edinburgh

Central Management Group

23 November 2010

Data Protection: Risks to the University

Brief description of the paper

In the light of the extension of the Information Commissioner's powers to levy fines of up to £500,000 for breaches of the Data Protection Act, this paper considers the University's exposure to data protection risks. These risks include insecure transmission and storage of personal data, the outsourcing of data services and the retention and disposal of personal data. It also provides information on current measures in place to manage key risks and identifies actions to limit the University's risk exposure.

Action requested

This paper is for information.

Resource implications

Does the paper have resource implications? Indirectly. The University can be fined up to £500,000 for a breach of the Data Protection Act, while the resource implications of any measure to manage the risks will be considered as part of taking forward the actions identified in this paper.

Risk assessment

Does the paper include a risk analysis? Yes. Risk areas are summarised in a table at the end 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

Any other relevant information

None

Originator of the paper

Susan Graham & Michael Gallagher
Records Management Section
November 2010

Data Protection: Risks to the University

Legal Requirements

- 1 As of 1 April 2010, the Information Commissioner has had the power to impose a penalty of up to £500,000 for breaches of the Data Protection Act.
- 2 The Commissioner may impose a fine on the University if it seriously contravenes the data protection principles and the contravention was of a kind likely to cause substantial damage or substantial distress. In addition the contravention must either have been deliberate or the University must have known or ought to have known that there was a risk that a contravention would occur and failed to take reasonable steps to prevent it.
- 3 The Commissioner is more likely to consider that we have taken reasonable steps if any of the following apply:
 - There was a risk assessment or other evidence (such as appropriate policies, procedures, practices or processes in place) that the we had recognised the risk and had taken steps to address them;
 - The existence of good governance or audit arrangements in this area;
 - Relevant official guidance or codes of practice were implemented.
- 4 In addition to the risk of incurring a fine or enforcement action, breaches of the Data Protection Act could lead to the University being sued or expose the University, its staff or students to risks including fraud, identity theft and distress. It could also cause significant damage to the University's reputation and its relationship with stakeholders, including research funders.

Risk Areas

- 5 The Information Commissioner's Office has identified the following themes in recent enforcement cases:
 - Use of mobile computing and portable storage media without encryption;
 - Use of data processors, that is, organisations carrying out work on personal data on our behalf, such as IT systems maintenance or data cleansing, without appropriate contracts and audit procedures;
 - Retaining data for longer than is necessary;
 - Insecure disposal of PCs, files and data storage devices.
- 6 These risks are all potentially relevant to the University, either because measures are not currently in place to manage them or because the University's devolved structure means that available solutions may not be implemented consistently.
- 7 The table in Appendix A gives more information about these risks and recommendations for addressing them, including:
 - Ensuring that the University's policies on data protection issues are comprehensive and up to date;
 - Promoting these to all relevant staff;
 - Incorporating data protection requirements into the standard practices of business areas, such as Procurement and Information Services;
 - Ensuring that staff at all levels are aware of their responsibilities under the Data Protection Act.

The table does not include an assessment of the impact of the risk, as this will depend on the quantity and nature of the data involved. For example, the loss of one thousand name and address records would be serious, but the loss of fifty pieces of clinical data about identifiable research subjects would be equally so.

- 8 Addressing these risks requires the alignment of policy, processes and technology throughout the University. While the Records Management Section can co-ordinate work and provide training, advice and guidance to manage this risk, other parts of the University must take action to help prevent a breach of the Data Protection Act.

Background

- 9 The Data Protection Act 1998 sets out how organisations can use personal data. The definition of “personal data” is complex, but for day-to-day purposes it is advisable to treat all information about living, identifiable individuals as “personal data”. The Information Commissioner regulates compliance with this legislation.
- 10 Since HM Revenue and Customs lost two CDs containing details of 25 million Child Benefit recipients in November 2007, data protection has become an increasingly high profile issue. The Information Commissioner has taken more enforcement action since 2006 than he had in the previous 22 years of his Office’s existence.
- 11 The University was the subject of negative publicity in February 2008 regarding the loss of a laptop in October 2005 containing NHS patient details. NHS Lothian was the data controller for this material, but the University owned the laptop.

Key Data Protection Risk Areas

Risk	Likelihood	Current mitigating activities	Additional recommendations	Affected areas (not in priority order)
Loss of personal data on laptops, Blackberries, portable storage media or in hard copy, or while working with personal data in any format at home (eg on paper, memory sticks or privately owned PC)	Possible ¹	The University has in place a policy on the storage, transmission and use of personal data and sensitive business information and a working at home checklist. The ISG website contains advice on encryption. The IT Security Group is working on further guidance on encryption.	Continue the work on encryption guidance. Records Management Section publicise policy and guidance to all relevant staff.	Records Management Section; ISG; all business areas and staff that store personal data on laptops, portable storage media or use personal data, in any format, at home.
Use of data processors without appropriate contract clauses in place	Probable	The required contract clauses are available for use on the Records Management Section website. Procurement and the Records Management Section are working to incorporate use of the clauses in procurement processes. University Information Security Policy includes requirements in this area.	Records Management Section to promote the use these clauses and to liaise with other relevant areas. University to review existing relevant and significant contracts to incorporate requirements in them if necessary.	Records Management Section; Procurement; relevant business areas.
Retaining data for longer than is necessary	Probable	Records Management Section has developed retention schedules for some University records.	Many University databases do not have the ability to delete information, leading to the retention of unnecessary personal data. Relevant business areas should consider implementing deletion arrangements.	Records Management Section; ISG; business areas responsible for databases holding personal data.

¹ Ranked first because of potential impact if large quantities of personal data or clinical personal data are involved.

Appendix A

Risk	Likelihood	Current mitigating activities	Additional recommendations	Affected areas (not in priority order)
Inappropriate sharing of personal data	Possible	The University has in place a policy on the disclosure of personal data about students. Disclosures of information are included in the template for system codes of practice prepared under the University's Information Security policy. Significant University databases make confidentiality part of the terms of access to the database (eg Finance, Registry).	Records Management Section to approach HR and Development and Alumni about putting policies in place about the disclosure of personal data. Records Management Section to publicise policies to all relevant staff. Local database operating procedures should include clear instructions as to what disclosures are permissible and what requires higher authorisation.	Records Management Section; HR; all areas that are responsible for or have access to substantial databases of personal data.
Use of personal computing equipment to process personal data	Possible	The University has facilities available so that staff can access their data remotely, without the need to download it onto personal computing equipment.	Promote the use of remote access facilities. Provide advice on how to avoid saving personal data onto personal equipment inadvertently.	Records Management Section; ISG
Insecure disposal of PCs, tapes, paper etc	Rare	The University has in place measures to dispose of such material securely.	Remind relevant staff of the need to use such facilities.	ISG; Records Management Section

