

**Agenda for a meeting of the Central Management Group
to be held at 10.30 am on Wednesday, 20 April 2011
in the Raeburn Room, Old College**

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|----------|---|----------|
| 1 | Minute of the meeting held on 9 March 2011 | A |
| 2 | Matters Arising | |
| 2.1 | Revised Core Employment Policies | B |
| 3 | Principal's Business | |
| 3.1 | Principal's Communications | |
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FOR DISCUSSION

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|----------|---|-----------|
| 4 | Planning Submissions 2011/2012 (closed) | D |
| 4.1 | CHSS | D1 |
| 4.2 | CMVM | D2 |
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| 4.5 | ISG | D5 |
| 4.6 | SASG | D6 |
| 4.7 | Student Unions | D7 |
| 5 | Proposals for the allocation of resources for 2011/12 (closed) | E |
| 6 | Financial update (closed) | F |
| 7 | Strategic Plan Targets: Mid-Year Actions Report | G |

FOR INFORMATION/FORMAL APPROVAL

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|-----------|--|----------|
| 8 | Management Accounts – Eight months to 31 March 2011 (closed) | H |
| 9 | Q2 Forecast (closed) | I |
| 10 | Strategic Plan Forecast: Revised financial forecasts 2010-11 and 2011-12 (closed) | J |
| 11 | Report from Estates Committee (closed) | K |
| 12 | Quarterly Health and Safety Report | L |

13	Equality and Diversity Monitoring and Research Committee Second report	M
14	Fees Strategy Group (closed)	N
15	Research Data Management Policy	O
16	Future of the University Website	P
17	Infectious Diseases in Edinburgh	Q
18	Proposal to establish the Handa Chair of Japanese-Chinese Relations	R
19	Proposal to establish a Chair of Veterinary Immunology	S
20	Proposal to establish the Anne Rowling Chair of Tissue Regeneration	T
21	Proposal to establish a Chair of Resilience Biology	U
22	Date of next meeting	

Wednesday, 25 May at 10.30 am in the Raeburn Room, Old College

Central Management Group



Wednesday, 9 March 2011

MINUTE

Present: The Principal (in the chair)
Vice-Principal Professor A McMahon
Vice-Principal Professor M Bownes
Vice-Principal Professor N Brown
Vice-Principal Professor D Fergusson
Vice-Principal Professor J Haywood
Vice-Principal Professor S Hillier
Vice-Principal Professor R Kenway
Vice-Principal Professor D Miell
Vice-Principal Professor L Waterhouse
Professor J Seckl
Mr N A L Paul
Dr K Waldron

In attendance: Dr I Conn
Dr A R Cornish
Mr A Currie
Mr J Gorringe
Ms S Gupta
Mr D Waddell
Ms M Macpherson (for item 6 only)
Dr K J Novosel

Apologies: Vice-Principal Professor D Hounsell

1 MINUTE OF THE MEETING HELD ON 26 JANUARY 2011 Paper A

The Minute of the meeting held on 26 January 2011 was approved as a correct record

2 PRINCIPAL'S BUSINESS

2.1 Principal's Communications

The Principal reported on the following: current discussions on future funding of Scottish universities; the present position on the proposed merger with the Edinburgh College of Art; developments in respect of Border Agency issues; and the current student participation levels in NSS.

2.2 Principal's Strategy Group Paper B

CMG noted the report.

FOR DISCUSSION

3 DRAFT PLANNING SUBMISSIONS 2011/2012 (CLOSED) Paper C

CMG noted the guidance issued in respect of the 2011/2012 planning round and the 5% reduction in core budgets and indicative reductions of 5% and 3% respectively for 2012/2013 and 2013/2014. There would be further discussion over the next few days with budget holders to finalise plans and budgetary proposals would be presented to CMG on 20 April and Court on 16 May 2011. Overall the draft plans were well aligned with the University's Strategic Plan with some further work required to implement the sustainability agenda, and identify opportunities to grow income particularly in the area of e-learning. In some plans there was a need to make reference to the timetabling project, to be more explicit on proposals to engage with the community and promote knowledge exchange, and develop further strategies to encourage philanthropic giving and identify appropriate projects. Given the imminent REF, the Director of Finance agreed to develop a business model for proleptic appointments which took account of the no default retirement age. College Registrars were also tasked with developing a framework to ensure the sustainability of cross College centres/institutes.

3.1 CHSS Paper C1

The plan sought to balance opportunities for growth against the need to reduce expenditure. The College wished to particularly extend in the area of postgraduate taught, producing sustainable programmes and attracting international students. The anticipated merger with the Edinburgh College of Art had a major impact on the College.

3.2 CMVM Paper C2

The significant capital programme which had greatly enhanced College facilities was coming to an end and the College would be rationalising its estate in George Square and the Western General Hospital as well as looking at opportunities for the disposal of Summerhall. The plan also sought to expand postgraduate taught course, on-line programmes and international partnership opportunities and to explore staffing requirements for REF.

3.3 CSE Paper C3

The College intended to increase its postgraduate programmes particularly MSc courses and to identify areas to initiate distance learning to grow income while looking to avoid duplication and thereby reduce costs. Preparation for REF was on-going and the College was looking to secure increased grant income.

3.4 CSG Paper C4

The CSG plan focused around three themes of delivering efficiency and additional income; continuing to motivate staff; and delivering the University's Strategic Plan objectives. The various departments within CSG would be looking to take these themes forward and support colleagues across the University particularly in the areas of finance and HR.

- 3.5 ISG** **Paper C5**
- The Group would continue to support colleagues in taking forward a number of IT projects while seeking to identify areas of duplication and with colleagues identify IT solutions to reduce costs and promote efficiency eg on-line meetings. A major issue within the Group continued to be the cost of library materials and discussions were on-going with colleagues across the sector to secure the best value for money. It was agreed to reconsider how expenditure on library materials was treated and whether this should be brought more into line with the approach taken on utilities' expenditure.
- 3.6 SASG** **Paper C6**
- Given the diverse nature of the Group, four key priority areas had been identified: developing a sustainable student record system on completion of EUCLID; implementation of a post Enlightenment Campaign strategy; supporting the expansion of internationalisation; and initiating action to improve the student experience eg co-located student facilities. The Group would continue to identify areas to reduce expenditure while seeking to expand income generation and support the REF and the implementation of the merger with eca.
- 3.7 Student Unions** **Paper C7**
- The intention to review the current governance structures within EUSA and to develop a strategic plan (including financial plan) was welcomed. The impact of a 5% reduction in the University's allocation was noted and there was general support for a flat cash allocation. There was some concern on the suggestions regarding the festival and transfer of venues and this would be further explored with EUSA.
- There was also support for a flat cash allocation rather than a reduction in respect of the Sports Union.
- 4 FINANCE UPDATE (CLOSED)** **Paper D**
- CMG noted the current position, particularly the anticipated impact of the introduction of the Wakeham proposals on research grants and the outcome of the consultation on proposed changes to USS.
- 5 INTERNATIONALISATION STRATEGY - UPDATE** **Paper E**
- The progress to date across the University in taking forward the Internationalisation Strategy was noted and welcomed. CMG further noted the intention to consider the role of the International Office in supporting the strategy and broadening its current focus on international student recruitment.
- 6 ABOLITION OF THE DEFAULT RETIREMENT AGE** **Paper F**
- CMG noted the transitional arrangements and the robust strategies being developed to underpin the on going challenges of the abolition of the default retirement age with effect from 1 October 2011. In particular CMG noted the importance of performance development and review procedures and flexible working arrangements. It was agreed that with the approaching REF it was

important to initiate planning discussions now and to closely monitor the position.

7 REPORT FROM RESEARCH EXPERIENCE COMMITTEE (CLOSED) Paper G

The recommendations of the two working groups established by Senate's Research Experience Committee to look at improving the experience of PhD students and career development for researchers were noted and supported by CMG.

8 WORKFORCE PLANNING (CLOSED) Paper H

CMG recognised the requirement to identify a clear approach to the management of changes in the workforce given the particular current climate of very short notice of withdrawal or significant reduction in external funding, often to well established functions within the University. The proposal to recommend to Court the establishment of a Court Standing Redundancy Committee (External Funding Cuts) was approved by CMG. CMG further endorsed the requirement to ensure better monitoring of potential areas which could be subject to such external funding cuts and that this should be managed through PSG alerting SCCRA of potential areas for inclusion in the SCCRA register. The potential reduction or withdrawal of external funding should also be included within the University's Risk Register and as appropriate in College/School Registers.

The Principal and Vice-Principal Professor Kenway declared a conflict of interest in respect of eScience.

CMG further agreed to establish a CMG Redundancy Committee to take forward potential redundancies in the Scottish Sensory Centre and to recommend to Court that the potential redundancies within eScience required the establishment of a Court Redundancy Committee; the other areas mentioned within the paper would be reconsidered towards the end of this calendar year when their funding positions were clearer.

9 FEES STRATEGY GROUP (CLOSED) Paper I

It was agreed that all postgraduate fees (taught and research) should be increased by £200 from 2012/2013, applied pro-rate for part-time fees, to support postgraduate skills training and thus enhance the previous system. CMG further approved the proposed standard tuition fee levels for 2012/2013 for undergraduate, postgraduate taught and postgraduate research; non-standard fee rate proposals for 2011/2012 and 2012/2013; increases in registry fees for 2012/2013; and fee deposit spine levels for 2012/2013.

10 POTENTIAL INDUSTRIAL DISRUPTION (CLOSED) Paper IA

CMG confirmed its approval for deduction of pay in relation to strike action and action short of a strike as set out in the paper; it was noted that the average deduction for the sector was yet to be determined. This was in line with the position taken by the University in 2006 and Court members would be notified of this decision.

FOR INFORMATION/FORMAL APPROVAL

11 MANAGEMENT ACCOUNTS – SIX MONTHS TO END JANUARY 2011 (CLOSED) Paper J

The very satisfactory financial position, six months into the financial year was noted by CMG.

12 ANNUAL TRAC RETURN 2009/2010 (CLOSED) Paper K

CMG noted the Annual Transparent Approach to Costing (TRAC) Return for 2009/2010, the fEC Overhead rates for Research and the TRAC (Teaching) Return 2009/2010 and further noted the changes in comparison to the previous year's figures.

13 HANDLING OF TUITION FEE INCOME (CLOSED) Paper L

CMG approved the handling of tuition fees in respect of two Masters programmes involving language study abroad and a set of education programmes to be delivered in Singapore out with NPRAS and given the increasing frequency of these requests asked that the Director of Planning draft a paper for the June meeting of the Fees Strategy Group setting out a proposed process.

14 VP CONTINGENCY FUND – UPDATE (CLOSED) Paper M

The current position and projected commitments of the Vice-Principal Planning, Resources and Research Policy's Contingency Fund were noted.

15 DATES 2011/2012 Paper N

CMG noted the dates of meetings in 2011/2012.

16 DATE OF NEXT MEETING

Wednesday, 20 April 2011 at 10.30 am in the Raeburn Room, Old College.

The University of Edinburgh

Central Management Group

20 April 2011

Revised Core Employment Policies

Brief description of the paper

This paper reports on the achievement of agreement on revised policies on Discipline, Grievance, Capability, Absence Management, Redundancy Avoidance and the associated appeals processes, to take effect from 1 April 2011. It also reports that, as a result of the replacement of the old redundancy policies, CMG is no longer required to recommend the establishment of any Redundancy Committees to carry out selection for redundancy for certain staff groups.

Action requested

CMG is invited to note the agreement of the revised policies and the resulting changes to the management of redundancies.

Resource implications

None directly.

Risk assessment

There are inherent risks of claims in relation to these employment processes, as dismissal can be the outcome. However, the revised policies are in line with employment law and recognised good practice, and have been agreed with the recognised Trade Unions, and so minimise the risk of claims.

Equality and diversity

Equality Impact Assessments have been carried out on all of the revised employment policies as part of the policy development process.

Freedom of information

Can this paper be included in open business? Yes

Originator of the paper

Eilidh K Fraser
Deputy Director of HR

Revised Core Employment Policies

Introduction

1. This paper reports on the achievement of agreement on revised core employment policies for the University. It also reports on the impact of this agreement on redundancy processes in the University, particularly in relation to potential redundancy situations reported to the last meeting of CMG.

Agreement on Revised Employment Policies

2. Since April 2010, Corporate HR has been leading a major piece of work to revise the University's core employment policies, i.e. Discipline, Capability, Absence Management, Grievance, Redundancy Avoidance and the associated appeals processes. This work was linked to the repeal and replacement of the Commissioners' Ordinance and aimed to modernise our policies, bringing them in line with employment law and good practice, and harmonising them to cover all staff.
3. This has been a substantial project which has involved lengthy negotiation with Trade Union colleagues. It has also involved gaining invaluable input and support from managers and HR colleagues from the Colleges and Support Groups.
4. Revised policies for all these core employment matters have now been agreed by the Combined Joint Consultation and Negotiation Committee (CJCNC) to take effect from 1 April 2011. It had originally been expected that the Trade Unions would ballot their members on the policies, but the extensive negotiations involving the unions' regional and national offices have enabled agreement to be reached through the CJCNC without ballot.
5. The University Court approved the policies in principle at its meeting in December 2010 and has confirmed that it is content for implementation to proceed from 1 April 2011.
6. Transitional arrangements for matters being managed under the old policies have been agreed and are being implemented through the corporate and devolved HR teams, working in partnership with the Trade Unions where appropriate.
7. The new policies have been publicised to senior managers and are available on the HR website at <http://www.ed.ac.uk/schools-departments/human-resources/policies-guidance>. The Trade Unions will be informing their members about the new policies towards the end of April, as part of their ongoing communication on this work, after which we will write to all University staff to confirm the changes.

Workforce Planning

8. At its last meeting, CMG noted that, under the University's old policies, in the event that potential redundancies were anticipated other than for research or exclusively fixed-term staff, a business case needed to be presented to CMG and a decision made as to whether to recommend the establishment of a redundancy committee. At that meeting it was agreed to recommend to Court the establishment of a standing Court Redundancy Committee to enable the management of potential redundancy situations while the old policies were still in force. CMG further agreed to establish a CMG Redundancy Committee to take forward potential support staff redundancies in one particular area and to recommend to Court that the potential redundancies within another area required the establishment of a Court Redundancy Committee.

9. Under the new Redundancy Avoidance Policy, there is no longer a requirement for CMG to establish, or to request that Court establishes, redundancy committees. The new policy continues to require full and meaningful collective and individual consultation and offers a wide range of options for mitigating or avoiding the impact of redundancy. As noted in the paper to the last meeting, the new policy enables decisions about potential redundancy situations to be located at management level, as has long been the case for redundancies for research and fixed-term staff.
10. Following the last CMG meeting, the need for the CMG Redundancy Committee to consider potential support staff redundancies has been removed as a result of a continuation of funding for the area.
11. As regards Court Redundancy Committees, as a result of the new Redundancy Avoidance Policy being agreed prior to the Court meeting following the CMG discussion, there is no longer a need for CMG to recommend to Court the establishment of either an individual or standing Court Redundancy Committee under the old policy.
12. The University will continue to follow its clearly established collective consultation routes via the Standing Consultative Committee on Redundancy Avoidance (SCCRA) and proper monitoring and review will still take place via SCCRA and its annual report to CMG and Court. In addition, it has been agreed that, through SCCRA, the Trade Unions will be consulted on the development of additional guidance on managing potential redundancies following on from the agreement of the Redundancy Avoidance Policy.

Action

13. CMG is invited to note the achievement of agreement on revised core employment policies and to note that, as a result, it is no longer necessary to recommend the establishment of any redundancy committees.

Eilidh K Fraser
Deputy Director of HR



The University of Edinburgh

Central Management Group

20 April 2011

**Principal's Strategy Group Meeting
7 March 2011**

Amongst the items discussed were:

1. Performance & Development Review Update

PSG welcomed the paper summarising the current position and advised that it should go to Staff Committee and a report be submitted to Court in May as part of the mid year update on the Strategic Plan targets.

2. Annual Planning Submissions

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

3. Income and Expenditure Model

PSG noted the paper and the use of the new cost drivers.

**Principal's Strategy Group Meeting
22 March 2011**

Amongst the items discussed were:

1. Queen's Anniversary Prize Submission

PSG reviewed the submission and thanked Professor Natascha Gentz for her work on it.

2. Funding Arrangements for the Institute of Academic Development 2011-12

Members discussed and agreed the funding arrangements.

The University of Edinburgh

Central Management Group

20 April 2011

D

Annual Planning Submissions for 2011-12

Brief description of the paper

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

Action requested

For discussion.

Resource implications

Resource implications are addressed in the plans and financial forecasts.

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

Risk assessment

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

Equality and diversity

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

Freedom of information

Can this paper be included in open business? No

Disclosure would substantially prejudice the commercial interests of any person or organisation. The paper must be withheld until decisions are taken on the allocation of resources for 2011-12.

Any other relevant information

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

Originator of the paper

Alexis Cornish, Director of Planning and Deputy Secretary
12 April 2011



The University of Edinburgh

Central Management Group

20 April 2011

Proposals for the allocation of resources for 2011-12

Brief description of the paper

This paper contains the proposals for outcomes from the planning round for 2011-12 which were discussed at the Principal's Strategy Group on 12 April 2011.

Action requested

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

Resource implications

The proposals are based on revised estimates of the University's unrestricted income in 2011-12 prepared following receipt of the SFC grant letters for 2011-12 and Colleges estimates of unrestricted income in 2011-12.

Risk assessment

The major risk associated with the proposals is that Colleges will fail to hit their income generation targets. Colleges have assured us that these targets are realistic. Experience in operating NPRAS suggests that Colleges are increasingly producing more realistic estimates. Under NPRAS Colleges will suffer 80% clawback of any shortfall, thus reducing the risk to the University corporately. Colleges have also been asked to establish local contingency funds.

Equality and diversity

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

Freedom of information

Can this paper be included in open business? No
Disclosure would substantially prejudice the commercial interests of any person or organisation. The paper must be withheld until decisions are taken on the allocation of resources for 2011-12.

Any other relevant information

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

Originator of the paper

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

12 April 2011



The University of Edinburgh

Central Management Group

20 April 2011

Finance Update

Brief description of the paper

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

Action requested

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

Resource implications

Does the paper have resource implications? Yes

As detailed in paper.

Risk assessment

Does the paper include a risk assessment? Yes

As detailed in paper.

Equality and diversity

Does the paper have equality and diversity implications? No

Freedom of information

Can this paper be included in open business? No

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

For how long must the paper be withheld? 2 years

Originator of the paper

Jon Gorringer, Director of Finance
13 April 2011



The University of Edinburgh

Central Management Group

20 April 2011

Strategic Plan 2008-2012 Targets – Mid-Year Actions Report

Brief description of the paper

This paper presents a mid-year report on the 7 Strategic Plan targets assessed in the October 2010 report as requiring further work (targets 1.1, 3.1, 4.1, 8.2, 10.2, 10.3 and 12.3), focusing on the actions being taken with the aim of ensuring these targets are met. Once CMG's comments have been incorporated, the actions report will be submitted for discussion to FGPC on 2 May and Court on 16 May 2011.

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

Target 10.2 in the 'Promoting equality, diversity, sustainability and social diversity' Strategic Theme of the Strategic Plan has 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, 12 April 2011

Summary

At CMG on 23rd November 2010, it was agreed that a six month review should be undertaken of those Strategic Plan targets assessed in the October 2010 report as requiring further work (targets 1.1, 3.1, 4.1, 8.2, 10.2, 10.3 and 12.3), focusing on the actions being taken with the aim of ensuring these targets are met.

Target	Mid Year Actions Report
Excellence in learning and teaching	
<p>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</p> <p><i>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.</i></p>	<p><i>Summary of Report as at October 2010</i></p> <ul style="list-style-type: none"> • <i>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 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 represented a convergence of 4% year on year.</i> <p>Mid-Year Actions Report</p> <p>In addition to the actions reported in October 2010, which are still being implemented, the following additional actions are being taken:</p> <ul style="list-style-type: none"> • An update of progress was given to Senatus on 9 February 2011, highlighting three especially promising directions being pursued by Schools in enhancing feedback: <ul style="list-style-type: none"> ○ designing in 'feed-forward'; ○ creating opportunities for dialogue between students and staff about what makes for effective feedback; and ○ actively involving students in the interchange of feedback. • Data from Google Analytics show a high level of take-up of the Enhancing Feedback website: by mid-March 2011, the total number of Edinburgh visitors to the website was 917, with an average viewing of 4.2 pages per visit. (The site has also attracted over three thousand other visitors, from 82 countries). • Examples from across the University of excellent practice in providing 'Feedback That Makes a Difference' are being compiled for a handbook, Inspiring Learning, to be published by the University's Institute for Academic Development in autumn 2011.

Target	Mid Year Actions Report
	<ul style="list-style-type: none"> • A Student Voice project has been initiated: this is a wide-reaching project to collate, present and analyse key internal and external student and graduate survey information in an integrated dynamic graphical format using Qlikview business intelligence software. The aim is to identify and clearly present cross-survey issues and long-term trends, such that the end-product represents much more than the sum of its parts. Economies of scale, benchmarking, better targeting of resources and stronger decision making - ultimately resulting in an enhanced student experience - are key anticipated results. • Finally, in order to enhance response rates to the 2011 NSS, GaSP has been working closely with EUSA and School NSS contacts to promote the survey to students using a variety of established methods, as well as raising awareness of best practice and innovative approaches used within the institution and outwith, and offering an incremental cash incentive, based on response rate, to Schools to be used for the benefit of the students. GaSP circulates a weekly report detailing response rates to all School contacts, Heads of School and Heads of College.
Excellence in commercialisation and knowledge exchange	
<p>3.1 increase our economic impact by a higher percentage than our growth in income</p> <p><i>Our economic impact is determined using a multi-layered weighted model, which makes a number of assumptions and uses a variety of ratios and drivers. A key driver is the University's income; others include staff numbers, student numbers, commercialisation (employment in spinouts, licenses etc), forecast capital spend, conference delegate numbers and tourism.</i></p>	<p><i>Summary of Report as at October 2010</i></p> <ul style="list-style-type: none"> • <i>Since the University's Scotland-wide economic impact was first calculated in 2008, our income has increased by £114M, whereas our impact is measured as having increased by £137M. In percentage terms, these increases are 24% and 17%, respectively.</i> • <i>Key reasons for our economic impact growing less quickly than our income are:</i> <ul style="list-style-type: none"> • <i>a marked reduction in forecast capital spend (the updated figures are based on average capital spend figures within Edinburgh over the 7 period 2007-08 to 2013-14; and within Midlothian over the 5 year period 2009-10 to 2013-14); and</i> • <i>proportionally smaller increases in all other categories, compared to our increase in income.</i> <p>Mid-Year Actions Report</p> <p>In order to meet this target, continued growth is required in some or all of the following areas: income, staff numbers, student numbers, commercialisation activity, capital spend, conference delegate numbers and tourism. Our Strategic Plan details the objectives, strategies and targets we have set around these areas.</p> <p>We are continuing to invest strategically in order to build on our recent success in growing our postgraduate and overseas student numbers as well as to develop new areas of activity, for example through our Distance Education Initiative. In addition, in terms of commercialisation, The University has been particularly successful in the creation of new companies, with a record total of 40 new companies created in 2009/10, which are already having a positive impact on the economy through additional jobs and income generated. Nineteen of these companies were created by students and this total has been matched already in 2010/11, with 19 of the 25 companies created by the end of March 2011 being generated from the student base. These companies are being incubated both in University facilities and in the local area and offer additional employment opportunities for graduates and other research talent. In terms of capital spend, although the difficult prevailing financial environment make this a challenging area, we are continuing to develop a portfolio of capital projects of different scope and scale to enable us to seize funding and development opportunities as these might arise.</p>

Target		Mid Year Actions Report
		<p>The University has identified a number of risks in its Risk Register which are relevant to this target and on which regular reports covering management processes and mitigating actions are compiled for review by the Risk Management Committee:</p> <ul style="list-style-type: none"> • Risk 3: Challenge of managing activities to ensure some income streams exceed costs. • Risk 4: Growth of the University falls behind UK and international competitors. e.g. in areas such as: a) size (turnover/assets); b) research funding c) international students/staff; and d) PGR/PGT student numbers. • Risk 5: Rate of maintenance, enhancement and investment in the estate fails to support University growth aspirations (research, education and accommodation), provide a satisfactory student and staff experience, and maintain competitiveness with other leading institutions across the world.
Quality people		
4.1	<p>achieve an 85% appraisal completion rate across all staff</p> <p><i>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.</i></p>	<p><i>Summary of Report as at October 2010</i></p> <ul style="list-style-type: none"> • <i>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.</i> • <i>The appraisal completion rate in different parts of the University ranged from 35% to 98%.</i> <p>Mid-Year Actions Report</p> <p>A report attached as Appendix 1, recently submitted to PSG, sets out the actions being taken with the aim of ensuring this target can be measured is met.</p>
Advancing internationalisation		
8.2	<p>increase the proportion of our students attending another international institution by 50%</p> <p><i>This target is measuring the number of students participating in formally approved student exchange programmes managed by the International Office, including Erasmus exchanges. 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.</i></p>	<p><i>Summary of Report as at October 2010</i></p> <ul style="list-style-type: none"> • <i>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%.</i> • <i>Actions being taken to promote exchange opportunities included: holding an additional exchanges fair; exploring different forms of communication about exchange opportunities; providing input to HEAR academic record project; and making increased use of returning students as exchange ambassadors.</i> <p>Mid-Year Actions Report</p> <p>Following sustained effort across the last four years (including actions identified in the October 2010 report, which are ongoing), target 8.2 is now very likely to be achieved in academic year 2011-2012.</p>

Target	Mid Year Actions Report	
Promoting equality, diversity, sustainability and social responsibility		
10.2	<p>increase the proportion of female academic staff appointed and promoted to the lecturer, senior lecturer, reader and professor levels</p>	<p><i>Summary of Report as at October 2010</i></p> <ul style="list-style-type: none"> • <i>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.</i> • <i>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.</i> <p>Mid-Year Actions Report</p> <p>Although our figures are comparable with other Russell Group institutions, we remain concerned about the under-representation of women and the slight downward trend. A number of actions are being taken, including:</p> <ul style="list-style-type: none"> • Several areas are working towards Athena SWAN awards in 2011 or 2012 (three in CSE and two in MVM) which includes identifying and seeking to address barriers to progression for women. Physics has recently achieved a Juno award. • EDMARC (Equality and Diversity Monitoring and Research Committee) has included promotion/regrading as a 'spotlight' in its report this year. • A review of the criteria and guidance for academic promotions is underway. • The College of Science and Engineering is commissioning an independent Diversity Audit across the College. • An additional review is being carried out by the Principal and Director of HR as part of the process for contribution awards for Grade 10 and Professorial staff in 2011. • An online equality and diversity training package is now available for all staff and is being rolled-out in stages.
10.3	<p>reduce CO₂ emissions by 29% against a 2007 baseline by 2020</p> <p><i>Previously this target was expressed as 'reduce absolute CO₂ emissions by 40%, against a 1990 baseline'. The baseline year was revised as a result of the Climate Change (Scotland) Act 2009.</i></p>	<p><i>Summary of Report as at October 2010</i></p> <ul style="list-style-type: none"> • <i>To the end of 2009/10 the reduction in absolute CO₂ emissions against the original 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.</i> <p>Mid-Year Actions Report</p> <p>A report attached as Appendix 2, sets out the actions being taken with the aim of ensuring the revised target is met.</p>

Target	Mid Year Actions Report
Stimulating alumni relations and philanthropic giving	
<p>12.3 deliver a threefold increase in the participation rate of alumni who give to the University</p>	<p><i>Summary of Report as at October 2010</i></p> <ul style="list-style-type: none"> • <i>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.</i> • <i>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.</i> <p>Mid-Year Actions Report</p> <p>To increase alumni participation, The Annual Fund is focusing on three areas.</p> <ol style="list-style-type: none"> 1. Bringing new alumni donors into the programme. 2. Renewing the financial support of donors from the previous year. 3. Re-engaging donors who have, for whatever reason, stopped their annual support of the University. <ul style="list-style-type: none"> • Through the telephone campaign and follow up mail pieces we are encouraging donors to support by direct debit giving. Our retention of direct debit supporters averages around 98%, so this impacts the retention of our donors from one financial year to another which has a direct correlation to participation rates. • We have just completed a 12 week period of telephone campaign activity, which is our most effective method of enlisting new donors to the programme. This has enrolled 721 new donors into the programme. • We have implemented a specialist welcome pack and thank you call for new donors, to maximise our chance of renewing their support the following year, as across the sector these are a difficult group to retain. • A series of mail-pieces are planned for the coming months to renew donors (UK and worldwide) from the previous year and also re-enlist the support of lapsed donors, which will impact on alumni participation this year. • We are also sending a mailing to profiled non-donors from our database in the next month, which should also help to enrol new alumni into our programme.

Appendix 1: Target 4.1**Principal's Strategy Group****Performance and Development Review****7th March 2011****Introduction**

1. The University's current Strategic Plan identifies an 85% Performance and Development Review (P&DR) completion rate. This target was originally set to take account of the fact that the University employs a significant number of staff on very short term contracts, for example, temporary staff to support the Festival in Accommodation Services over the summer season, where it would not be either practical or relevant to carry out P&DR meetings. However, the original target has caused some debate about not being sufficiently ambitious and it has since been clarified that the expectation is 100% of all *eligible* staff will have an annual P&DR meeting. This is to support the objectives and strategies set out under the Quality People Enabler to:

- Support and cultivate an ethos of high quality leadership and management;
- Embed a positive performance culture which encourages and recognises success;
- Develop and implement succession planning;
- Establish a culture of personal and professional development; and
- Support and develop all staff in preparing for, holding or stepping down from leadership and management roles.

Why is Performance and Development Review Important?

2. The University is committed to reviewing its current policy to reflect contemporary good practice with respect to developing and sustaining a high performance culture. Performance and Development Review places the emphasis on embedding a culture of success, where performance is synonymous with achievement. A culture where performance management reflects the five bullet points above and sees investing in and developing its people as the key to its continued success. The strategic drivers for this are informed by both internal and external factors.

3. Externally, the University must ensure that we prepare for the future Research Excellence Framework to maximise our opportunities for research income and to further enhance our international standing as a world-leading centre of academic excellence. In order to achieve this objective, the University must continue to grow and develop its culture of high performance, with a strong focus on academic excellence and outstanding professional services that support fully our core business.

4. The University operates in a highly competitive international environment; the most significant UK and European research funding will be linked to major interdisciplinary research which seeks to address issues of global significance, for example, in relation to health, sustainability, social cohesion and political stability. The focus will be on *excellence*, we are already aware that the Research Councils expect a high degree of demand management to be conducted at institutional level, where sifting was previously undertaken by the Research Councils through their own evaluation processes. This means that we have to ensure we produce the strongest possible research proposals to ensure both individual and institutional success in securing research funding. This imperative is made even greater by the constrained funding environment for research over the coming years.

5. Excellence in teaching is equally important and very much linked to our ambitions to deliver an outstanding student experience. Again, the external funding environment also informs the need to maintain our standing as a centre for excellence to grow our student recruitment for undergraduate, postgraduate and international students. The University has enjoyed exceptional success in its

recruitment of students at all levels and this is based on our outstanding reputation, it will therefore be critical for us to remain at the forefront of teaching excellence. The increasing use of new technologies and innovative learning and teaching methodologies will be necessary across our educational programmes to continue to make our provision relevant to an increasingly discerning student population who can choose their university in an international market.

6. It will also be crucial to provide the very best standards of professional services to support our academic endeavour and to this extent it will be crucial to ensure that staff engaged in these areas have the right skills and competencies to deliver high quality services across the University.

7. There are other drivers for embedding good people management practices across all areas of our activities, for example, the removal of the Normal Retirement Age (NRA), means that the University will need to ensure that it has excellent processes in place to support all staff through their various career transitions at the University. This will ensure that staff at all levels and at all stages of their career are able to contribute fully to the goals of the University, by updating and enhancing their skills and experience in a way that is highly relevant to their work.

8. These points provide a synopsis of the main reasons underlying the strong business need to review our policies and guidance for Performance and Development Review.

9. The reason for the change in nomenclature from 'appraisal' to 'Performance and Development Review' has not changed the core aim of the original policy, which is to embed a high performance culture founded on the principles of developing and investing in our staff, but to signal the shift to a positive exposition of 'performance' where it is clearly linked to success, achievement and the attainment of academic or professional goals. It is to mark a departure from the sense of performance being associated with punitive or negative actions. Having said this, there is a clear recognition that the University does need to deal with poor performance, where this arises, but on-going poor performance relates to capability and will be managed in accordance with the relevant policy. It is also important to acknowledge that the incidence of poor performance is very low and that the majority of staff perform their roles to very high standards as exemplified by our international standing and growing success across our portfolio of activities. The new Performance and Development Review Policy will form the mainstay of a new framework for Human Resource Development supported by a Learning and Development Strategy for the University. The University has developed other models of good practice, such as the Code of Practice for Research Staff, which will complement and form part of a flexible approach to embedding P&DR across the piece.

10. The success of the University in implementing and embedding good practice has to be delivered at the 'coal face'. For these reasons, Colleges and Support Groups have been progressing positive staff development agendas using Performance and Development Review to embed good practice and support the academic, professional and career development of their staff. An important example of this work is the represented by the Code of Practice for Research Staff.

The College of Science and Engineering

11. The College of Science and Engineering (CSE) invested in a College HR Advisor (Projects) one year post from April 2010 until March 2011 to drive forward the College's performance management agenda and the College has made significant progress on a number of fronts. The College Head of HR has developed a draft policy which has been provided to Joint Unions for consultation. As part of a drive to modernise and enhance people management practices across CSE, a College-wide consultation was undertaken to develop an up to date Performance and Development Review (P&DR) process which reflects sector and general good practice.

12. A new pilot web-site has been developed to provide a valuable and easily accessible resource to support embedding good practice across the College. If the pilot proves successful, the site may form the basis of a model for use across the University. The due date for the new site to be launched is the end February 2011.

13. The College is also working with Schools to develop communication and implementation plans to update staff and managers. One feature which is well embedded within CSE is that the College communicates at least annually to staff on P&DR expectations and development support.

14. The dedicated resource invested by CSE will produce wider benefits for the University as a whole, as the policy and accompanying guidance is being shared with the other Colleges, the Support Groups and HR Professional Services.

15. The College Learning and Development Advisor is currently delivering P&DR process training across the University and has run a number of bespoke training events across all of the Colleges in the last 3 years. A new modular approach is to be adopted to develop shorter, more focussed interventions. The first two modules will address 'How to Start a Performance Conversation' and 'Handling Difficult Conversations'. A document to facilitate and record personal development planning (PDP) is another initiative which is under design.

16. The Head of College advised College Strategy and Management Committee that for all promotion and contribution cases coming forward in 2011 onwards it is expected that the individual concerned will have had a P&DR in the last year, and will have carried these out for their own staff. In the case of requests for bridging funding a P&DR is required to ensure that bridging is in the individuals interests. In addition, the College's Dean of Research Careers, who was appointed in 2009, has as part of his remit, responsibility for ensuring that the Code of Practice for Research Staff is properly embedded and implemented for this group of employees. These practices are aim to embed good practice for staff in all categories across the College.

17. There is annual monitoring of progress towards annual P&DR for all staff, the results of which are due at the end February for the period up to 31 December 2010. At least one School is piloting the Oracle reporting screens that have been set up to allow tracking, monitoring and reporting on P&DR activity.

The College of Medicine and Veterinary Medicine

18. The Head of College has asked the Executive Dean, Professor Jonathan Seckl, and the Head of HR, Zoe Lewandowski, to develop an implementation plan to embed P&DR across all areas of the College building on the good practice guidance developed in CSE. It should be noted that the College does not have a dedicated staff development role to co-ordinate its learning and development agenda and therefore derives great benefit from sharing the expertise of the CSE Learning and Development Advisor.

19. A considerable volume of activity to support the College's staff development agenda is already well underway. The School Office in Biomedical Sciences has carried out a lot of work to embed P&DR across the School initially focusing on academic staff and making use of the Code of Practice to support the review process for research staff. The new School Administrator is in the process of rolling out P&DR using the competency framework for professional and support staff across the School.

20. The School is also trialling the reporting screens that have been set up in Oracle to allow tracking, monitoring and reporting on P&DR activity. This information will be valuable in shaping the School's Learning and Development agenda and allocating resource to priority areas.

21. The process for joint University/NHS appraisal for Clinical Academic Consultants is now well established in the College and participation runs at around 95%+ with good, evidence-based justification in cases where it does not take place.

22. Roslin placed significant emphasis on P&DR in 2010. They expect to achieve close

to 100% participation with over 65% already confirmed as completed. They are also trialling the reporting screens that have been set up in Oracle to allow tracking, monitoring and reporting on P&DR activity as part of a University-wide pilot exercise.

23. The Roslin HR Manager is working with HR colleagues from across the University to explore the possibility of introducing fully on-line P&DR by using the functionality currently available in the Oracle system. Roslin are extremely keen on introducing on-line P&DR and will consider building a system locally if it is not possible to activate the functionality in Oracle so that it can be used for this purpose. There are technical and cost implications involved in trying to develop the Oracle option that do not require comment here, but which may prevent the introduction of an Oracle based on-line solution.

24. As part of Roslin's application to BBSRC for an Institute Strategic Programme Grant, the College has recently made a submission detailing the Institute's strategic HR capabilities and plans for the 5 year period of the ISPG grant. The implementation of a robust performance and development review process across the Institute is a key element of the submission.

25. Although Roslin have run with the "old style" appraisal paperwork this year they are committed to introducing the new process which places more emphasis on setting objectives and assessing their achievement for 2011. The Roslin HR Manager has been working closely with colleagues in Science and Engineering to draw on their work.

26. Pockets of good P&DR practice for early career academics based on the guidance in the Code of Practice exist in many other Divisions and Centres within the College.

The College of Humanities and Social Science

27. The College is strongly committed to meeting the development needs of its staff and takes the P&DR process very seriously, along with the other Colleges and Support Groups in the University. HSS is moving to 100% P&DR compliance rate for all eligible staff, on an annual basis and all Schools have been asked to include details of their plans for achieving this in their 2011-2012 School plan.

28. The Head of College has established a new College level Staffing Management Committee, which comprises the Head of College, the eleven Heads of School (or their nominated deputies), the College Registrar and College Head of HR. The remit of the Committee is to look at Equality and Diversity issues, Staff Development requirements and Performance Management matters. The Committee aims to explore other HR-related issues, such as managing academic "probation" and appropriately recognising different career routes for academic staff. The Committee is proposing to embed key policy changes through a series of meetings and workshops, with a wider range of relevant staff attending the latter, depending on the subject matter. With reference to P&DR, the Committee was, as noted, very supportive of the stance being adopted in CSE but felt that there could be some confusion over the terminology contained within the policy. Therefore, mirroring the sentiments highlighted in the CSE policy, the Committee is devising a very similar policy for the College, but using "appraisal" as the generic term for P&DR within HSS.

29. The College aims to use the services of their temporary seconded member of staff from Edinburgh College of Art, who has a strong background in staff development, to support training needs identified through appraisal meetings. She will also pilot a range of development activities to support the College's wider staff development goals. The new suite of courses, which are included in the Learning and Development Directory, will be trialled over the coming months and constructive feedback will be sought from Heads of Schools and participants. These initiatives all support the process of embedding P&DR across the College.

30. An Associate Dean, with responsibility for research careers, has recently been appointed and will be working with relevant staff to ensure that the College's policies on performance management and staff development are effective in supporting early career staff in particular.

Support Groups

31. Embedding P&DR in the professional services areas has taken a number of forms which are described below in relation to the different areas of professional services.

32. Three years ago the Director of Corporate Services Group (CSG) determined that all areas of Corporate Services Group should use Investors in People as a framework for developing its leadership, learning and development, and communication activities, 4 areas (Accommodation services, Edinburgh University Press, Health and Safety, and Internal Audit) have already achieved accreditation and all other areas are expected to achieve it over the next year. 100% coverage of Performance and Development Reviews is a pre-requisite for accreditation. Other areas such as the Centre for Sports and Exercise, Finance, Procurement and HR are also reporting 100% P&DR take up, with the remaining departments on track to achieve it this year.

33. As part of improving P&DR quality and performance, managers received training (provided externally) in the delivery of P&DR's, and it has become apparent from work towards liP and output from P&DR's that there is a need for a more dedicated development resource in CSG if not across all Support Groups. CSG regard this as a high priority to enable it to continue to build a performance culture and the capability of managers and staff. A commitment to funding such a post has been given by the Director of Corporate Services, and we are awaiting approval from the Post Review Group.

34. In Accommodation Services, P&DR is mandatory for all staff and informs the Department's annual Learning and Development Plan, thereby ensuring a clear feedback loop, linking its goals, development needs and related provision. All managers have been trained in carrying out P&DR.

35. Estates and Buildings have also declared P&DR mandatory for all staff. In the case of staff on Grades 1 and 2, the model used is called a "Work Review", to give it greater meaning for this group of staff. The Estates and Buildings training plan is based on the outcomes from the P&DR process, following a similar model to Accommodation Services. The timing of P&DR meetings is based on business needs and to date, less than 50% have been carried out but the aim is to complete 100% before 31 July.

36. CSG has generally adopted the use of the Leadership Development Framework to support embedding a competence-based approach to P&DR across departments. This has enabled managers to instil cultural and behavioural changes within their teams to embrace new ways of working as well as focus on the need for delivering quality services.

37. **Information Services** has had a robust programme of P&DR's for 4 years. This has been embedded through an ongoing programme of compulsory training for reviewers and awareness sessions for reviewees. Staff wishing refresher training can access ongoing training as can new starts.

38. IS uses information collected from the P&DR process to structure training and development for staff, including a highly successful year-long managers development programme which has now run for 3 years. We benchmark our training spend against CIPD standards and are now using Investors in People as our framework for moving forward.

39. In 2010 IS implemented Competency P&DR's for all grade 9-10 staff following delivery of training sessions by the IS Learning and Development Officer. Competency P&DR training for grade 8 staff will occur in summer 2011 in readiness for implementation from August 2011.

40. The IS Staff Development Group has a remit to oversee P&DR completions within IS and to recommend suggestions on making the process stronger. As well as the quantitative aspects the Group are also concerned with maintaining and improving the qualitative aspects of the P&DR process.

41. Over 95% of our staff have had a P&DR meeting in the last year. IS is perhaps unique in requiring physical evidence of P&DR having taken place and finalised in writing. These returns are monitored and are at 82% for 2010 so far.

42. In the Student and Academic Services Group all departments will be carrying out P&DR annually with an expected completion rate of 100%. The move to an annual P&DR cycle across the Group along with the commitment to achieve the target of 100% completion for eligible staff will be supported by the SASG Business unit by communicating any developments in the process, e.g. the introduction of recording and reporting via Oracle, by assisting with training and by monitoring and reporting on progress. Currently completion rates are reported on annually when the KPI's for the Group are compiled, however, going forward, progress will be monitored quarterly and reported on mid-year to the Heads of Service.

43. The communication strategy which will be implemented in order to achieve this will involve communication of P&DR process, targets and progress against targets at:

- Heads of Service meeting
- HR administrators forum
- Information on the process and progress published on SASG wiki.

Overview

44. The diverse nature of the University means that areas are adopting different approaches towards embedding P&DR. It is recognised that these processes have to be developed and implemented locally for there to be proper ownership of them.

45. There is a clear and increasing commitment across the University and its subsidiaries to implementing contemporary good practice that is relevant to the local staff body.

46. It is also clear that development of a performance culture, of which P&DR's is an important element, requires some dedicated resource. Colleges and Support Groups have all recognised this and are in different ways addressing how this should be provided.

47. It is useful, and important, to see that promotions and re-grading are starting to be linked to the receiving and delivering of P&DR's. This should be encouraged in all areas of the University.

48. It will be important to roll out the Oracle reporting tool across the University following successful outcome of the pilot.

49. A need has been identified for an online P&DR facility. This needs to be developed once for the University in order to maximise the benefits of developing such tools across University and ensuring the optimal use of limited resources. It is proposed that the new Senior HR/OD Partner for Learning and Development takes this work forward once appointed. The four devolved HR teams have already agreed to share the cost of the consultancy required to develop the on-line P&DR system in Oracle and a member of the MVM HR team has started to take this forward.

50. On-line provision is another area that the University would be keen to invest in, because it offers a flexible, accessible and cost effective approach, which reaches many more staff than the standard seminar can cover. Further work will be undertaken to explore the wider use of on-line provision.

51. Whilst there is a lot of activity taking place at ground level to ensure that staff are benefitting from having P&DR meetings, it is important that the University continues to work in partnership with its recognised trade unions to modernise its current policy. A joint working group will progress this work once a new Senior HR/OD Partner for Learning and Development has been appointed to HR Professional Services. It is expected to make this appointment, which is likely to be external following an unsuccessful internal recruitment process, in the next few months to allow for notice periods.

Sheila Gupta
Nigel Paul

Appendix 2: Target 10.3

Actions Report March 2011

The intensification of academic business and related activities and development of the estate over the period between 2007 -10, including some very highly serviced and equipped new facilities, eroded the CO2 reductions against target. This trend will continue with new facilities being completed during the current year. Major drivers for reduction in CO2 are now the Climate Action Plan (CAP) together with the Carbon Reduction Commitment (CRC), recently announced to now be a tax at £12/tonne (and proposed to rise significantly to 2020).

The CRC imposes a statutory requirement to submit annual carbon emissions covering the whole University estate (previous targets applied to the academic core estate only). This basis of reporting will be used for the future Strategic Plan target and therefore represents a new regime in terms of base date and scope. Subsequent targets will use a 2007 baseline.

Estates and Buildings continue to explore all opportunities to improve infrastructure efficiency and building consumption. The Carbon Action Plan identifies the installation of new CHP and similar large infrastructure works as key to the plan as well as changing each individual's attitude to the use of energy.

The following list of projects identifies the main work elements;

- Energy Infrastructure and CHP investment
- Energy Devolution Project
- Switch and Save Campaign
- SALIX Rotating Fund work programme
- Sustainable Development

Please also refer to the full 2010 – 20 Climate Action Plan, adopted by the Court in May 2010:
http://www.ed.ac.uk/polopoly_fs/1.48308/fileManager/UoE-CAP-2010.pdf

The University of Edinburgh

Central Management Group

20 April 2011

**Management Accounts
Eight months to 31 March 2011**



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
14 April 2011

Freedom of information

Can this paper be included in open business? No

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

The paper should be withheld until after publication of the University's Annual Accounts for 2010-11 (i.e. 31st December 2011).



The University of Edinburgh

Central Management Group

20 April 2011

Quarter 2 Management Accounts Forecast 2010-11

Brief description of the paper

The University Group's top-level Quarter 2 Management Accounts Forecast for 2010-11 is presented. This forecast is prepared on a group basis (i.e. including subsidiary companies), as in the annual accounts.

Action requested

The paper is for information and discussion.

Resource implications

As indicated in the paper.

Risk Assessment

The continuing financial health of the University.

Equality and Diversity

None.

Any other relevant information

None.

Originator of the paper

David C.I.Montgomery
Deputy Director of Finance

14 March 2011

Freedom of information

Can this paper be included in open business? No

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

The paper should be withheld until after publication of the University's Annual Accounts for 2010-11 (i.e. 31st December 2011).

The University of Edinburgh

Central Management Group

20 April 2011

Strategic Plan Forecast: Revised financial forecasts 2010-11 and 2011-12

Brief description of the paper

Following issue of the Grant Letter 2011-12 in December 2010, the Scottish Funding Council requested an update on the Strategic Plan Forecast figures originally submitted to them in June 2010. This paper represents that update. The SFC set a deadline of the 31st March 2011 for receipt of this document. Edinburgh's intended submission was reviewed on the 29th March 2011 by the Finance Strategy Group, and the deadline met. The paper is now put forward to CMG for information. The next annual SPF update will be prepared in May, for submission to the SFC in June, in the normal way.

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.

Freedom of information

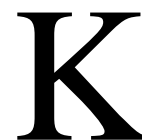
Can this paper be included in open business? No

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

Originator of the paper

David C.I.Montgomery
Deputy Director of Finance

14 April 2011



The University of Edinburgh

Central Management Group

20 April 2011

Report from Estates Committee held on 2 March 2011

Brief description of the paper

The paper reports on key discussions and recommendations made at the meeting of EC, held on 2 March 2011.

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

Action requested

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

Resource implications

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

Risk Assessment

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

General:

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

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

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

Equality and Diversity

Does the paper have equality and diversity implications? No

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

Any other relevant information

The Vice-Principal Planning and Resources will present the paper.

Freedom of information

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

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

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

Originator of the paper

Paul Cruickshank – Estate Programme Administrator

Angela Lewthwaite - Secretary to EC

11 April 2011



The University of Edinburgh

Central Management Group

20 April 2011

Quarterly Health and Safety Report: (January – March 2011)

Brief description of the paper

This paper presents information on accident/ incident statistics which have occurred during the quarterly period January to March 2011.

11 incidents which were Reportable to the Enforcing Authorities are summarised: 3 Specified Major Injuries, 4 injuries which led to more than 3 days absence from work and 4 incidents which resulted in a member of the public attending hospital as a direct result.

Developments and issues covered in the Report include: (1) Cryptosporidium at the Veterinary School (2) University Occupational Physician post (3) University Health and Safety Conference (4) Fringe/Festival arrangements (5) CHASTE Project (6) Biosafety Training Institute.

Action requested

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

Resource implications

Does the paper have resource implications? No

Risk Assessment

Not relevant.

Equality and Diversity

No particular equality and diversity implications attach to the above.

Any other relevant information

None

Freedom of information

Can this paper be included in open business? Yes

Originator of the paper

Alastair G. Reid
Director of Health and Safety
11 April 2011

Health and Safety Quarterly Report 2010/2011

Quarterly reporting period: 1st January 2011 – 31st March 2011

Accidents and Incidents

Type of Accident/Incident	Qtr 2 Jan' 11 – 31 Mar '11	Qtr 2 Jan '10 – 31 Mar '10	Year to Date 1 Oct '10 – 31 Mar '11	Year to Date 1 Oct '09 – 31 Mar '10
Fatality	0	0	0	0
Specified Major Injury	3	1	5	1
> 3 day Absence	4	8	6	10
Public to Hospital	4	2	5	7
Reportable Dangerous Occurrences	0	0	1	0
Reportable Occupational Diseases	0	1	1	0
Total Reportable Accidents / Incidents	11	11	18	18
Total Non-Reportable Accidents / Incidents	96	96	213	180
Total Accidents / Incidents	107	107	231	198

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

Incidents reported to the Enforcing Authorities during the quarter:

- Employee slipped on ice and fractured elbow. Area subsequently treated with grit. (*Specified Major Injury*).
- Postgraduate felt dizzy after lifting sash from fume cupboard, inhaling solvent vapour from boiling liquid within. Risk assessment was completed but standard procedure of turning off electricity for hotplate from the outside of the cupboard was not followed. All staff reminded of need for risk assessment approval and to follow correct procedures. (*Public to Hospital*).
- Employee slipped down 6 stairs sustaining swelling and pain to head, ankle shoulder and knee. Stair lighting was not working but had been reported the previous day. Lighting was fixed on same day as accident. (*>3 day injury*).
- Employee strained back when manoeuvring wooden case into position on a trolley. Trolley now removed and alternative equipment now used to move this equipment. (*>3 day injury*).
- Visitor fractured wrist after slipping at the side of swimming pool. Poolside was wet due to other pool users although the tiles around the pool are anti-slip. The situation is being monitored to see if matting may be required in this area. (*Public to Hospital*).
- Employee tried to lift a refuse bag out of a metal bin but the whole bin lifted up then fell down onto toe, causing bruising. The supplier of the bin has been contacted to seek an alternative bin to replace those of a similar design. (*>3 day injury*).
- Undergraduate was cutting card using a scalpel and safety ruler, when hand slipped and drew blade over the top of finger, sustaining a cut. IP reminded of need to use cutting mat for this activity. (*Public to Hospital*).

Incidents reported to the Enforcing Authorities during the quarter (continued):

- Undergraduate sustained cut to right index finger when using a scalpel to perform a dissection. Demonstration had been given on the safe handling of scalpel blades prior to this activity. Further consideration being given as to the appropriateness of using alternative blades. (*Public to Hospital*).
- Employee fell from climbing wall onto crash mat below and then onto rubber crump matting, sustaining fracture to left wrist. IP was an experienced climber. Procedures were reviewed and minimal changes made. (*Specified Major Injury*).
- Employee exacerbated pre-existing back condition whilst setting up equipment for a training course, either by bending or lifting. (*>3 day injury*).
- Employee slipped on wet floor and fell, dislocating right shoulder. The area had been recently cleaned and wet floor signs were in position. (*Specified Major Injury*).

Issues and Developments

Cryptosporidium Infections in the Vet. School

As noted in the last Quarterly Health and Safety Report, in the last few months of 2010, the Veterinary School experienced a small number of cryptosporidiosis infections amongst undergraduate students, and one research technician. This infection, the symptoms of which are normally mild, but can be more serious in certain individuals, arises from handling cattle and sheep, and stringent hygiene protocols are in place for these activities.

The Health and Safety Department continue to work closely with Lothian Health's Public Health Team to identify the reasons for such infections continuing to arise, despite the strict implementation of measures previously agreed with Public Health.

Our local Health and Safety Executive Inspector has noted her intention to investigate the latest "outbreak", but has so far been unable to visit due to pressure of other work.

University Occupational Physician Post

The University's Occupational Health Physician, Dr Bernard Kuenssberg retired at the end of March 2011, following a period of ill health. The University is indebted to Dr Kuenssberg for his sterling service since the inception of the Occupational Health Unit, more than fifteen years ago.

Occupational Physician services have now been arranged on a contract basis, with an experienced occupational health physician – Dr. Robert Malcolm - providing one full day session per fortnight at the Occupational Health Unit (OHU).

Work requiring infrequent recourse to specialist elements of Dr Kuenssberg's expertise and knowledge, particularly those relating to radiation and to asbestos work, has been contracted out to a second physician service, which is conveniently located on the south side of Edinburgh.

UoE Health and Safety Conference

The first ever conference for the University's College and School (and equivalent) Health and Safety Managers and Advisers was held in the Informatics Forum at the end of February 2011.

This conference was aimed at all health and safety personnel from the various work areas around the University. It took the form of a series of short presentations from individuals involved in the management of health and safety, at various levels within the University, together with a presentation from the Health and Safety Executive. Poster displays, audio visual presentations and stands also formed part of the morning event.

The aim of the event was to allow individuals with a responsibility for health and safety to meet and interact with colleagues from other areas of the University, and to share experiences and ideas. Eighty seven participants attended; feedback indicated a very positive view from the vast majority of participants, and a desire for this type of event to become a regular feature.

Fringe/Festival Arrangements

Planning has been underway for the 2011 Edinburgh Festival and Fringe, with the ever-expanding involvement of University of Edinburgh venues. Sigma Safety, contracted by Edinburgh First, continue to provide an invaluable expert health and safety service to the University, to lower our risk profile throughout the relevant venues, and in the Potterrow and George Square areas in particular.

CHASTE Project

The second and final phase of the Scottish Funding Council's (SFC) CHASTE Project ends on 30th April 2011. Virtually all elements of the CHASTE II operational plan have now been successfully completed, with a final seminar on "Shaping the Future" for health and safety in tertiary education in Scotland to be held on 26th April.

The CHASTE Project Team are currently drafting the final report to SFC, part of which details the sustainable legacies of this successful project, which include the UoE Biosafety Training Institute.

Biosafety Training Institute

The Northern Biosafety Training Centre's course provision, for which the CHASTE Project presently provides administrative support, has comprised two very successful five day biosafety training courses, attended by a wide range of internal and external personnel. Each participant obtains a nationally recognised qualification which conforms with the requirements of the CEN Workshop Agreement on biosafety practitioner competence. All 25 candidates so far attending have successfully passed the course's assessment criteria

With the end of the CHASTE Project, the Centre will be re-branded as the University of Edinburgh Biosafety Training Institute, which will be run wholly by the Health and

Safety Department, with teaching collaborations involving expert tutors from UoE Schools, and other Scottish Universities, as appropriate.

The Institute will therefore form one of the sustainable legacies of the CHASTE Project, with the potential for expansion into e-learning and overseas markets.

Alastair Reid
Director of Health and Safety

11/04/2011

Accidents & Incidents

Quarterly period: 01/01/2011 – 31/03/2011

Year to Date Period: 01/10/2010 – 31/03/2011

(Second Quarter)

COLLEGE / GROUP	REPORTABLE (TO HSE) ACCIDENTS / INCIDENTS														TOTAL Non-Reportable Accidents / Incidents		TOTAL ACCIDENTS / INCIDENTS	
	Fatality		Specified Major Injury		>3 day absence		Public to Hospital		Dangerous Occurrences		Diseases		TOTAL Reportable Acc / Inc		Qtr	Ytd	Qtr	Ytd
	Qtr	Ytd	Qtr	Ytd	Qtr	Ytd	Qtr	Ytd	Qtr	Ytd	Qtr	Ytd	Qtr	Ytd				
Humanities & Social Science	-	-	-	-	-	-	1	1	-	-	-	-	1	1	5	13	6	14
Science & Engineering	-	-	-	1	-	-	1	1	-	-	-	-	1	2	23	55	24	57
Medicine & Veterinary Med.	-	-	1	1	1	2	1	1	-	-	-	1	3	5	32	66	35	71
SASG	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	3	1	3
Corporate Services Group	-	-	2	2	2	3	1	2	-	1	-	-	5	8	32	67	37	75
ISG	-	-	-	1	1	1	-	-	-	-	-	-	1	2	3	9	4	11
Other Units	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0
UNIVERSITY	-	-	3	5	4	6	4	5	0	1	0	1	11	18	96	213	107	231

* 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

20 April 2011

**Equality and Diversity Monitoring and Research Committee
Second report**

Brief description of the paper

This is the second report from the Equality and Diversity Monitoring and Research Committee. An executive summary of the report is provided here and the full reports can be found on the following weblink:

<http://www.ed.ac.uk/schools-departments/governance-strategic-planning/facts-and-figures/edmarc>

The student report examines entrants for the period 2000/01 to 2009/10 and analyses intake profiles and outcomes for all students for the equality dimensions of gender, ethnicity, disability and age on entry.

The Staff section of the report examines the equality dimensions of gender, ethnicity and disability for Academic and Professional Support staff. Where appropriate, comparisons with peer institutions have been made. The spotlight this year focuses on promotions and re-grading data for Academic and Professional Support Staff.

Action requested

For information.

Resource implications

Does the paper have resource implications? No

Risk assessment

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

Equality and diversity

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

Freedom of information

Can this paper be included in open business? Yes

Any other relevant information

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

Originator of the paper

Professor Sarah Cunningham-Burley
Andrew Quickfall, Governance and Strategic Planning

EQUALITY AND DIVERSITY MONITORING AND RESEARCH COMMITTEE (EDMARC)

SECOND REPORT EXECUTIVE SUMMARY

Introduction

The second EDMARC report provides analyses of student and staff data by the key equality dimensions of gender, age, disability and ethnicity. The report supports the monitoring of equality and diversity within the University of Edinburgh. This years spotlight focuses on staff promotions data.

This summary identifies the main points from the staff and student reports. The full reports can be obtained from the following weblink, <http://www.ed.ac.uk/schools-departments/governance-strategic-planning/facts-and-figures/edmarc> or by contacting Andrew Quickfall in Governance and Strategic Planning, telephone: 0131 651 4104 or email: Andrew.Quickfall@ed.ac.uk.

Students

Undergraduate

Intakes of **female** students remains steady, 53.7% of undergraduate entrants were female in 2009/10. There remain gender differences between colleges, however it is encouraging that the proportion of women in the College of Science and Engineering (37%) is comparable with national research carried out by the Equality Challenge Unit on the proportion of women studying SET (Science, Engineering and Technology) subjects.

The proportion of undergraduate entrants with a **registered disability** is 7.5%. Further analysis of students at the end of their first year shows that the proportion of disabled students has risen slightly over the last four years. The proportion of students registering a disability is likely to rise as the student progresses through their studies.

The overall proportion of **UK-domiciled ethnic minority** undergraduate entrants was 6.4% in 2009/10. There has been a steady increase in the proportion of undergraduate UK-domiciled entrants to the University since 2002/03. Further analysis of ethnicity data by domicile country compared to the Census 2001 data shows that 5.1% of Scottish domiciled students are from an ethnic minority compared to the 2001 Scottish national average of 2.0%. For students domiciled in England, 8.5% of are from an ethnic-minority compared to 9.7% from the Census 2001 data.

For the analysis of **undergraduate outcomes**, the proportion of students who withdraw permanently and prematurely without an award is used as the measure. In the College of Humanities and Social Science and College of Science and Engineering there remains a higher proportion of male students withdrawing from programmes, although in CHSS the gender difference has reduced for 2005/06 entrants. Female students continue to outperform men in achieving a first or upper class second degree award.

It is noteworthy that for the second year running, disabled students have a lower withdrawal rate compared to non-disabled students and the difference between disabled and non-disabled students achieving a first or upper class second degree is at its lowest level for six years.

UK-domiciled ethnic minority students are less likely to withdraw than white students. The proportion of ethnic minority students achieving a first or upper class second degree is now very close to the proportion of white students.

Postgraduate Taught

Since 2000/01 the number of Postgraduate Taught entrants has risen considerably in the University. The introduction of new PGT programmes since 2003/04 in the College of Medicine and Veterinary Medicine has changed the overall gender split for the College to a level where the profile is roughly equal between male and female entrants. PGT entrants with a registered disability have increased over the period and the proportion of UK-domiciled entrants from an ethnic minority background has also increased.

Outcomes of PGT entrants show that male students continue to be more likely to withdraw from their programme of study. Further analysis of entrants who withdraw with no award shows that approximately one third of students withdraw in the first 10 weeks of semester.

There is little difference between the outcomes of disabled and non-disabled entrants and it is encouraging that high withdrawal rates of disabled entrants in 2005/06 and 2006/07 have reduced to a level below that of non-disabled entrants.

Postgraduate Research

For postgraduate research entrants there remain subject gender differences between the colleges with CHSS and CMVM having a higher proportional intake of female students. The proportion of entrants registering a disability is 6%.

The proportion of UK-domiciled entrants from an ethnic minority background is 7.5% and despite an increase from last year there has been a downward trend from a high of 14.5% in 2005/06. Further analysis of the figures by college reveals that there has been a reduction in the number of UK-domiciled ethnic minority entrants in all three colleges. Small population numbers make analysis difficult but this will be monitored in future years.

Comparison data

The proportion of female entrants for first degree, postgraduate taught and postgraduate research are all above the Russell Group average, with the University of Edinburgh ranked the highest for proportion of female postgraduate research entrants. The University of Edinburgh also have a higher than average proportion of students with a declared disability compared to the Russell Group as a whole. Comparisons for ethnicity show a mixed pattern when compared with other Edinburgh institutions, Scottish institutions and the Russell Group.

Staff

Academic Staff

Staff data is a snapshot of the staff database, as at 31 July 2010. **There remains an under-representation of women in senior academic posts.** For academic staff in grade UE09 there has been a small drop in the proportion of females from 33% in 2009 to 31.8% in 2010. For academic staff on grade UE10, the proportion of women remains at 19%. For Research-only staff the most notable change since last year is the drop of the proportion of females at grade UE09 from 41% in 2009 to 35.6% in 2010. Nonetheless, a comparison of the proportion of female teaching and research staff at Russell Group institutions shows that the University of Edinburgh has the second-highest proportion of women at about 33%.

There has been a slight reduction in the proportion of female staff employed on a fixed-term contract from 42% in 2010 to 38% in 2009. Comparison of data with other Russell Group institutions shows that the University of Edinburgh has one of the smallest differences between male and female academic staff employed on fixed-term contracts.

The proportion of academic staff who are from an ethnic minority is 10% (n = 2783). The overall for the institution including professional support staff is 6.5%. For academic staff, 60.9% of ethnic minority staff are employed on a fixed term contract compared with 35.9% of white staff. In 2008/09 the proportion of non-white staff on a fixed term contract was 64.7% compared with 36.7% of white academic staff, so there has been a reduction in the difference by 3%.

For research-only staff, the proportion of ethnic minority staff on fixed term contracts is 82.4% compared with 61.4% for white research staff. In 2008/09 the proportion of non-white staff on a fixed term contract was 87.2% compared with 61.2% of white academic staff, so there has been a slight reduction in the difference by 5%.

A comparison with other institutions shows that the University of Edinburgh has a comparable proportion of ethnic minority staff with other Scottish institutions.

Professional Support Staff

For Professional Support Staff there remains a lower representation of women in higher grades UE08, UE09 and UE10. Only 26% of posts at grade UE10 are occupied by women, compared to 29.5% in 2009. However, when compared to the proportion of women in academic posts, there is a higher proportion of women in the higher grades for professional support staff; in grade UE10 only 19% of academic posts are women compared with 26% for professional support staff. At UE09 women are slightly better represented in professional support posts with 41% female compared with 32% for academic staff.

The proportion of ethnic minority professional support staff is 4%. Comparison with other institutions shows that the University of Edinburgh has a higher proportion of ethnic minority professional support staff than other Scottish institutions. Ethnic minority staff are more likely to be employed on a fixed-term contract, with 32% of ethnic minority staff employed on a fixed-term contract compared to 13% of white staff. In 2008/09, 31% of non-white professional support staff were employed on a fixed-term contract compared with 11.9% of white staff.

Disability

The proportion of staff declaring a disability is 2.1% which includes academic and professional support staff, although excludes Hours To Be Notified staff. There has been no change in the proportion of staff declaring a disability since the 2009 EDMARC report. Staff declaring a disability are more likely to work part-time with 30% of all disabled staff employed part-time compared with 23% of staff declaring no disability. When analysing staff with a disability by grade, there is little variation between grades.

Spotlight

This year's spotlight focussed on promotions and regradings of academic and professional support staff. Numbers are small making both reporting and interpretation limited. In 2009/10, 74% of female academic staff were successful compared to 80% of male academic staff. This compares to 88% for female academic staff and 84% for male academic staff in the preceding year.

For professional services staff, in 2009/10, 94% of male staff were successful compared to 80% of female. This compares to 78% of male staff and 70% of female staff in 2008/09.

This suggests year on year fluctuation and further years' data will be required before any assessment of trend can be made.

*Professor Sarah Cunningham-Burley, Chair of EDMARC
Andrew Quickfall, Governance and Strategic Planning*

April 2011



The University of Edinburgh

Central Management Group

20 April 2011

Fees Strategy Group: item by correspondence

Brief description of the paper

This paper contains an item agreed by Fees Strategy Group by correspondence for final approval by CMG.

Action requested

Approve recommendations as set out at item 1.

Resource implications

Does the paper have resource implications? Yes
This paper deals with fee setting for 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.

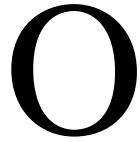
Originator of the paper

Susie Rice
Governance and Strategic Planning
12 April 2011

The University of Edinburgh

Central Management Group

20 April 2011



Policy for Management of Research Data

Brief description of the paper

This paper outlines the proposed policy for management of research data. The policy aims to help the University and researchers implement the UK Research Integrity Office's Code of Practice requirements for collection, management, security and retention of research data, prioritising appropriate infrastructure, systems, services and training. Adoption of this policy will improve the University's services for researchers, increase its ability to protect valuable research outputs, assist it to meet legal and ethical obligations and make more effective use of IT resources to support research.

The policy was drafted by a working group which included representatives from all Colleges, Information Services, ERI, and records management. The policy has been available widely for consultation, in particular to College library and computing committees. It has been approved by Library Committee, Knowledge Strategy Committee, and Research Policy Group.

It is acknowledged that this is an aspirational policy, and that implementation will take some years. Implementation plans for both research data management and research data storage are in development, and will address issues which have been raised during the consultation period.

Action requested

For approval and onward submission to Court.

Resource implications

Does the paper have resource implications? If accepted, there will be resource implications for the running of individual research projects to best practice and the provision of central services for the University. It is anticipated that some of the additional resources required can be recouped from research funders.

Risk assessment

Does the paper include a risk analysis? Yes. An outline risk analysis is included.

Equality and diversity

Does the paper have equality and diversity implications? No

Freedom of information

Can this paper be included in open business? Yes

Originators of the paper

Chris Rusbridge, Consultant

Sheila Cannell, Convenor of the Research Data Management Working Group

Peter Clarke, Convenor of the Research Data Storage Working Group

Members of the Research Data Management and Research Data Storage Working Groups

Paper presented by

Jeff Haywood, Vice Principal Knowledge Management, CIO and University Librarian

Policy for Management of Research Data

The University adopts the following policy on Research Data Management. It is acknowledged that this is an aspirational policy, and that implementation will take some years.

1. Research data will be managed to the highest standards throughout the research data lifecycle as part of the University's commitment to research excellence.
2. Responsibility for research data management through a sound research data management plan during any research project or programme lies primarily with Principal Investigators (PIs).
3. All new research proposals [from date of adoption] must include research data management plans or protocols that explicitly address data capture, management, integrity, confidentiality, retention, sharing and publication.
4. The University will provide training, support, advice and where appropriate guidelines and templates for the research data management and research data management plans.
5. The University will provide mechanisms and services for storage, backup, registration, deposit and retention of research data assets in support of current and future access, during and after completion of research projects.
6. Any data which is retained elsewhere, for example in an international data service or domain repository should be registered with the University.
7. Research data management plans must ensure that research data are available for access and re-use where appropriate and under appropriate safeguards.
8. The legitimate interests of the subjects of research data must be protected.
9. Research data of future historical interest, and all research data that represent records of the University, including data that substantiate research findings, will be offered and assessed for deposit and retention in an appropriate national or international data service or domain repository, or a University repository.
10. Exclusive rights to reuse or publish research data should not be handed over to commercial publishers or agents without retaining the rights to make the data openly available for re-use, unless this is a condition of funding.

Background

1. Introduction

Data in one form or another are critical for most research, both as primary inputs and first-order outputs. At international, national and local levels, there is intense interest in how to manage the rapidly expanding volume and complexity of research data. Concern is both for the shorter term – ensuring competitive advantage through secure and easy-to-use access, and for the longer term – ensuring enduring access and usability to the research community into the future and compliance with legislation. The UK government and research funding bodies are debating with the HE community how best to address this large and complex problem, and have funded various initiatives to explore options (including data archives such as the UK Data Archive¹, the proposed United Kingdom Research Data Service², and the Edinburgh-based Digital Curation Centre³).

There is already much good practice in the University of Edinburgh, with many Principal Investigators (PIs) already developing data management plans. This policy is to ensure consistency of practice across the University, acknowledging the variations in disciplines across the University.

Most Research Councils now mandate or encourage Data Management Plans and deposit of data for later re-use where practical⁴.

The Research Information Network (RIN) has published a framework of principles and guidelines for the stewardship of digital research data⁵. The RIN Framework derives from prior work by the OECD⁶.

The UK Research Integrity Office (UKRIO) has prepared a standard Code of Practice for Research⁷ that is regularly reviewed to take into account changes in legislation, and to reflect national and international best practice. The University of Edinburgh has formally adopted the UKRIO Code of Practice as its own policy. The Code demands the highest standards of researchers, but also requires the University to set up systems, procedures and infrastructure to support them properly.

Scholarly journals in increasing numbers are requiring that continuing access to underlying data sets⁸ be provided by first or corresponding authors.

The JISC Support of Research Committee⁹ has various programmes dealing with research data, the latest being the JISC Managing Research Data Programme (JISCMRD)¹⁰.

The UK Research Data Service (UKRDS) project¹¹ started with the objective of assessing the feasibility and costs of developing and maintaining a national shared digital research data service for UK Higher Education sector. The project sponsors saw this as forming a crucial component of the UK's e-infrastructure for research and innovation, which would add significantly to the UK's global competitiveness.

The UKRDS feasibility study concluded that embedding the skills, capability and organisation into the HE research management process was the best approach and that a relatively small national

¹ <http://www.data-archive.ac.uk/>

² <http://ukrds.ac.uk/> and Final Report at <http://ukrds.ac.uk/resources/>

³ <http://www.dcc.ac.uk/>

⁴ <http://www.dcc.ac.uk/resources/policy-and-legal/overview-funders-data-policies>

⁵ <http://www.rin.ac.uk/data-principles>

⁶ OECD. (2007). OECD Principles and Guidelines for Access to Research Data from Public Funding. Paris: OECD. Retrieved from <http://www.oecd.org/dataoecd/9/61/38500813.pdf>

⁷ <http://www.ukrio.org/resources/UKRIO%20Code%20of%20Practice%20for%20Research.pdf>

⁸ Eg <http://www.nature.com/nature/journal/v458/>. See also Baggerly, K. A. (2010). Disclose all data in publications. *Nature*, 467(401), 60-60.

⁹ <http://www.jisc.ac.uk/aboutus/committees/subcommittees/jsr.aspx> This programme seeks to expand effective data management and data sharing to benefit research and the HE sector more generally. The JISC is working towards developing a national strategy with key stakeholders (Research councils, Funding Councils, Institutions etc.), in order to help to establish the foundations for an effective UK research data infrastructure.

¹⁰ <http://www.jisc.ac.uk/whatwedo/programmes/mrd.aspx>

¹¹ <http://www.ukrds.ac.uk/>

service structure (likely to be developed from the Edinburgh-based Digital Curation Centre) would be needed to foster this through channelling training, tools and good practice developed by existing national and international skill centres.

What is clear is that there will be no external solution that will remove from the University the requirement to provide storage and management procedures for the data resulting from its own research activities.

At the University of Edinburgh, a consultation on computing requirements of the research community has been conducted¹². Key findings of this consultation indicated a need for larger storage space on servers; more robust archiving services; simple, secure and preferably automatic data back-up services; and a high demand for training and awareness raising across the University.

Second, a pilot implementation of the JISC Data Audit Framework project¹³ was carried out. The study focused primarily on research data management rather than storage requirements. The findings at Edinburgh were that there was inadequate storage space and lack of clarity about roles and responsibility for research data management by University research staff. The project noted a need for storage and backup procedures including provision for business continuity arrangements. A formal procedure was needed for data transfer when staff and students leave the institution.

Two projects have recently been initiated. The internally funded project LAIRD¹⁴ aims to help build two-way links between research articles and the data that support findings reported in the article. A new JISC-funded training project MANTRA¹⁵ aims to develop online learning materials which reflect best practice in research data management, grounded in three disciplinary contexts: social science, clinical psychology, and geoscience.

Solutions for the University of Edinburgh will only be successful if they come from a partnership of individual researchers, Schools, Colleges and Information Services. Each has expertise and resources that can be brought to bear to the benefit of all.

Last year, the Research Computing Advisory Group (RCAG) consulted with a representative sample of staff and research students and produced a strategy plus implementation roadmap¹⁶, which recommended to the Vice Principal that addressing research data storage and management was a high priority requirement.

The oversight of research computing has now been made the responsibility of the re-instated IT Committee, and as part of its 2009-10 Work plan, it is taking up the challenge of producing a review of data storage and management, starting its work with **research data** (leaving learning and teaching data and corporate data to a later date). Two groups have been set up, with close links:

- (i) Research Data Storage Working Group
- (ii) Research Data Management Working Group.

This paper draws on many different inputs, including comments and documents from these Working Groups, the authors' own experiences, the Digital Curation Centre (DCC), the Data Audit Framework Project Steering Committee's recommendations¹⁷, the ERIS project guidelines for data policies, the UK Research Integrity Office Code of Practice for Research, and other University policies. The paper brings these together in a draft.

¹² Cuna Ekmekecioglu. Research Computing Consultation Report. December 2007. Available from Edinburgh DataShare repository.

¹³ Cuna Ekmekecioglu, Robin Rice. Edinburgh Data Audit Implementation Project. January 2009: <http://ie-repository.jisc.ac.uk/283/>. See also Data Audit Framework: <http://www.data-audit.eu/index.html> (now referred to as the Data Asset Framework)

¹⁴ See <http://www.ed.ac.uk/schools-departments/information-services/about/organisation/edl/data-library-projects/laird>

¹⁵ See <http://www.ed.ac.uk/schools-departments/information-services/about/organisation/edl/data-library-projects/mantra>

¹⁶ http://www.rcg.isg.ed.ac.uk/docs/open/ResearchStrategy_May08_public2.pdf

¹⁷ See project page at <http://www.ed.ac.uk/schools-departments/information-services/about/organisation/edl/data-library-projects/edinburgh-data-audit>

2. Constraints

Sharing and access to research data are encouraged or required by explicit policies of several Research Funders¹⁸, and increasingly the policies of Editorial Boards also require the retention and sharing of data substantiating research articles¹⁹.

The Freedom of Information (Scotland) Act and the Environmental Information Regulations (Scotland) provide legal force to the public's right to know, subject to particular exemptions or exceptions. The Data Protection Act controls access to personal data and the Data Protection Principles provide a framework for personal data processing. The Freedom of Information (Scotland) Act includes an exemption for ongoing programmes of research; this exemption is not available in the rest of the UK. Paradoxically, a policy that research data will be published at some future date may provide an exemption in the rest of the UK (which may become an issue in research collaborations).

Implementation of the European INSPIRE Directive²⁰ in the UK will require increasing sharing of geospatial datasets created by public authorities such as the University.

The UKRIO Code of Practice states: "Organisations and researchers should ensure that research data relating to publications is available for discussion with other researchers, subject to any existing agreements on confidentiality (13.12.1). Data should be kept intact for any legally specified period and otherwise for three years at least, subject to any legal, ethical or other requirements, from the end of the project. It should be kept in a form that would enable retrieval by a third party, subject to limitations imposed by legislation and general principles of confidentiality (13.12.2)." The Code further points out: "Organisations and researchers working with, for, or under the auspices of, any of the UK Departments of Health and/or the National Health Service must adhere to all relevant [data management] guidelines, for example the Department of Health's *Research Governance Framework for Health and Social Care*²¹."

The Code also places responsibilities with the University. For research data specifically "Organisations should have in place procedures, resources (including physical space) and administrative support to assist researchers in the accurate and efficient collection of data and its storage in a secure and accessible form. (3.12.5)"

University policy constraints include Records Management Policies, and IT Security and other IS policies. Ethics Committees may place particular requirements on certain research data, and these must be fulfilled.

Some of these constraints may prevent data being retained or deposited, while some may allow deposit but limit or control sharing or the terms and conditions for sharing. However, it is important to note that these constraints apply throughout the research lifecycle, not just to research data outputs.

¹⁸ See DCC Cross Council Policy Overview at <http://www.dcc.ac.uk/resources/policy-and-legal/cross-council-policy-overview>

¹⁹ For example, see Nature's policy, described in Nature (2009). Authorship policies. *Nature*, 458(7242), 1078. doi: 10.1038/4581078a. Retrieved from <http://www.nature.com/nature/journal/v458/n7242/index.html#ed>

²⁰ See http://www.agi.org.uk/storage/inspire/inspire_intro.pdf

²¹ See http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/@en/documents/digitalasset/dh_4122427.pdf

3. Policy aims and objectives

The aims of this proposed policy are to:

- Support the University's mission for "the creation, dissemination and curation of knowledge".
- Support research excellence.
- Help the University and Researchers implement the UK Research Integrity Office's Code of Practice requirements for collection, management, security and retention of research data, prioritising appropriate infrastructure, systems, services and training.
- Protect the legitimate interests of the University, of research data subjects and of other parties.
- Acknowledge differing practices in different disciplines.
- Support appropriate openness and transparency, and ensure accountability for the use of public funds.

4. Policy

The University adopts the following policy on Research Data Management. It is acknowledged that this is an aspirational policy, and that implementation will take some years.

1. Research data will be managed to the highest standards throughout the research data lifecycle as part of the University's commitment to research excellence.
2. Responsibility for research data management through a sound research data management plan during any research project or programme lies primarily with Principal Investigators (PIs).
3. All new research proposals [from date of adoption] must include research data management plans or protocols that explicitly address data capture, management, integrity, confidentiality, retention, sharing and publication.
4. The University will provide training, support, advice and where appropriate guidelines and templates for the research data management and research data management plans.
5. The University will provide mechanisms and services for storage, backup, registration, deposit and retention of research data assets in support of current and future access, during and after completion of research projects.
6. Any data which is retained elsewhere, for example in an international data service or domain repository should be registered with the University.
7. Research data management plans must ensure that research data are available for access and re-use where appropriate and under appropriate safeguards.
8. The legitimate interests of the subjects of research data must be protected.
9. Research data of future historical interest, and all research data that represent records of the University, including data that substantiate research findings, will be offered and assessed for deposit and retention in an appropriate national or international data service or domain repository, or a University repository.
10. Exclusive rights to reuse or publish research data should not be handed over to commercial publishers or agents without retaining the rights to make the data openly available for re-use, unless this is a condition of funding.

5. Roles and responsibilities

There are many stakeholders involved in the management of research data and the implementation of this policy. Practice is and will remain very different in different research domains and sub-domains. Wide involvement by stakeholders, for example, PIs, research funders, the University, will be needed to achieve this policy's aims.

Since this policy is about research excellence, the policy aims to ensure that responsibility for research data management through a sound research data management plan during any research project or programme lies primarily with PIs.

PIs are responsible to the University (through their research group, School or College) for the management of research data arising from their research projects or programmes throughout the life of those projects or programmes (working data). Where research is conducted with other institutions, Edinburgh Co-PIs or Co-Investigators are responsible for management of research data under their control and held by the University. Management of research data includes management of all metadata, documentation and software/hardware resources required to properly manage and analyse the data.

PIs are responsible for offering data that substantiate their research findings for deposit in an appropriate domain or University repository (and should register with the University details of data deposited to an external service). PIs may offer other data with potential re-use value from their research project for deposit in an appropriate repository.

The University, through its various structures (College, School, research group or institute, Administration and Information Services) continues to be responsible for supporting PIs and their researchers as far as possible, through policies, services, systems and infrastructure, training, support and advice. This will assure confidentiality, security and integrity of data including research data (eg backup systems applicable to research data on all applicable platforms). [Services to support researchers could make it easier to transfer data to University control at an appropriate point.

The University (IS) should be responsible for any research data deposited in University repositories, and associated systems and services. Working data remain the responsibility of the PI.

The University (Records Management) is responsible for advice on records retention, including research records, which may include research data.

Research Funders (UK and international) increasingly require PIs to create Research Data Management Plans or protocols at project proposal stage, and to take responsibility for the implementation and maintenance of these plans throughout their research project. The University should be responsible for assisting researchers in creating Research Data Management Plans (including recouping data management and curation costs where possible), and capturing proposed Plans as records. Research Data Management Plans should cover a broad range of issues including data capture, management, integrity, confidentiality and security, data ownership, sharing and publication, and data deposit, retention and/or destruction.

6. Research data assets and research data management plans

Research Funders in the UK are increasingly requiring Data Management Plans with research proposals. All new and proposed research projects should create research data management plans²². The University should support PIs in the creation and implementation of these plans. A data planning checklist is available at <http://www.ed.ac.uk/schools-departments/information-services/services/research-support/data-library/research-data-mgmt/data-mgmt/data-planning-checklist>, and advice on data management plans is at [---

²² See DCC Data Management Plan content checklist at \[http://www.dcc.ac.uk/sites/default/files/documents/tools/dmpOnline/DMP_checklist_v2.2_100106-publicVersion.doc\]\(http://www.dcc.ac.uk/sites/default/files/documents/tools/dmpOnline/DMP_checklist_v2.2_100106-publicVersion.doc\)](http://www.ed.ac.uk/schools-</p></div><div data-bbox=)

[departments/information-services/services/research-support/data-library/research-data-mgmt/data-mgmt/data-mgmt-plan](https://www.data.gov.uk/departments/information-services/services/research-support/data-library/research-data-mgmt/data-mgmt/data-mgmt-plan).

There should be a section on research data management in all ethics applications, covering data confidentiality, security and integrity issues.

Schools should from time to time assess the data assets²³ associated with research in which members of the School participate. Data assets should be interpreted broadly to include data together with documentation and metadata for use, and may include specialist software.

The Research Data Storage Working Group is recommending improved University, College and/or School services in support of research data, not least to help maintain its security, integrity and confidentiality where required²⁴.

7. Data ownership and control

In many cases factors including the collaborative and international basis of many research projects make the nature and extent of intellectual property rights in research data unclear. Any assertion of intellectual property rights to data should be made clear at the outset of any research project and should explicitly form part of any collaboration or partnership agreement and Data Management Plan. Paradoxically, asserting rights to data can be an important element in protecting data in cases where confidentiality is required, or even in making data open. Similarly, in the UK beyond Scotland, a commitment to publish research data in the future may be enough to provide exemption to premature disclosure. Cross-border collaborative research agreements should consider such issues.

Data ownership and control are about much more than intellectual property rights, however. Data ownership implies stewardship and good management of the data. Ensuring data remain accessible is an important part of that stewardship, and depositing data in a repository can pass on that responsibility to others capable of discharging the responsibility over a longer period. Indeed, transferring some data into University custody while still retaining ownership and control could be valuable.

The University urges researchers to make their data open once research is published²⁵ or after an agreed embargo period. Open Data approaches reduce the cost of FoI and other requests for access and re-use, are compatible with accountability and openness, and encourage the re-use that maximises the benefit to society from publicly-funded research. These approaches cannot be used in all cases, however, for a variety of reasons, including ethics, and privacy and exploitation of intellectual property, and reduced or restricted access to data are acceptable where these apply.

Where researchers seek to make their research products open, explicit devices such as the Creative Commons Attribution²⁶ licence (for Creative Works such as text and multi-media documents) should be used. For data, a licence such as the Creative Commons [CC0 waiver](https://creativecommons.org/licenses/by/2.5/scotland/)²⁷ or the Open Data Commons Public Domain Dedication and Licence ([ODC-PDDL](https://www.opendatacommons.org/licenses/odc-pddl/))²⁸ should be used. These licences will make the situation clear to potential re-users; the absence of a licence may mean resources are not re-used and hence do not get cited. Licences with a “Non-commercial” restriction may seem attractive but should be avoided where possible, as they severely limit re-usability (the interpretation of non-commercial being unclear).

²³ Ekmekcioglu, C., Rice, R., Jerome, N., Breeze, J., Grace, S., Knight, G., et al. (2009). Data Asset Framework: Implementation Guide. Edinburgh. Retrieved from http://www.data-audit.eu/docs/DAF_Implementation_Guide.pdf

²⁴ A separate study by RDSWG makes recommendations for services relating to storage of research data [reference to be added]

²⁵ Eg the Panton Principles appear to be attracting support, see at <http://pantonprinciples.org/>

²⁶ Known as CC-BY, see <http://creativecommons.org/licenses/by/2.5/scotland/> This licence allows others to copy, distribute, display, and perform the work, and to make derivative works, but the original author must be given credit when re-using the work.

²⁷ See <http://wiki.creativecommons.org/CCZero>

²⁸ See <http://www.opendatacommons.org/odc-public-domain-dedication-and-licence/>

Where data are deposited in a University repository, the University does not require transfer of ownership of the data to the University. However, ownership transfer may simplify the long-term management of data. A non-exclusive licence to hold, manage and preserve the data²⁹ is essential and a non-exclusive licence to make the data available is highly desirable.

Where an external or domain repository or service takes a data deposit, the repository usually holds the data under a deposit agreement that governs their (non-exclusive) rights both to hold the data and to make the data available under certain conditions. The repository usually does not own any rights to the data; any rights remain with the original owners.

8. Risk

If appropriate policies are not followed, the university will be exposed to potential reputational and financial risk. See for example the UEA Climate Research Unit³⁰ and QUB tree ring³¹ cases recently, and the press release from JISC on related topics³².

Failure to establish appropriate policies will mean the University will breach its own adopted UKRIO Code of Practice.

Failure to provide scalable services for research data will lead to individual highly variable practice, some of which will fall well short of excellence, and which in aggregate may greatly exceed the cost of scalable solutions.

Failure to make adequate research data and documentation available for analysis and verification may lead to the University being the subject of unwelcome articles such as Baggerley and Coombes (2009³³).

²⁹ The Edinburgh DataShare deposit agreement is at <http://www.ed.ac.uk/schools-departments/information-services/services/research-support/data-library/data-repository/depositor-agreement>

³⁰ See UEA Media and Communications special site at <http://www.uea.ac.uk/mac/comm/media/press/CRUstatements>

³¹ See Smith, G. (2010). Freedom of Information Act 2000 (Section 50) Environmental Information Regulations 2004 Decision Notice [Queen's University Belfast]. Wilmslow. Retrieved from http://www.ico.gov.uk/upload/documents/decisionnotices/2010/fs_50163282.pdf .

³² See <http://www.jisc.ac.uk/news/stories/2010/07/opendata.aspx>

³³ Baggerly, K. A., & Coombes, K. R. (2009). Deriving chemosensitivity from cell lines: Forensic bioinformatics and reproducible research in high-throughput biology. *The Annals of Applied Statistics*, 3(4), 1309-1334. doi: 10.1214/09-AOAS291.

The University of Edinburgh

Central Management Group

20 April 2011

The University Website Redevelopment: Update April 2011

Brief description of the paper

As part of the current planning round for FY11-12, ISG presented a proposal for building upon the success to date in redeveloping the University of Edinburgh's corporate website, and ensuring sustainable maintenance and development of the site into the foreseeable future. PSG approved the three options in the proposal (attached), and funding has been agreed in principle.

ISG will receive additional funding of £700k in FY11-12, £450k in FY12-13 and no additional funding from FY13-14 onwards. ISG will contribute £200k in FY11-12, £300k in FY12-13 and £400k per annum thereafter to maintain the baseline website support, maintenance and development effort. The additional funding above the £400k baseline will be used to move the current website into an appropriate web content management system, re-work the design, add further areas of University business, add more interactivity etc as set out in the table in the attached paper.

Action requested

CMG is invited to comment on the proposal for the way ahead with the University's corporate website, and to approve the outline plan.

Resource implications

Does the paper have resource implications? Yes, the paper is based around a sustainable resourcing model for the University corporate website.

Risk assessment

Does the paper include a risk assessment? Yes, the paper addresses the risks of not maintaining momentum with the University's website.

Equality and diversity

Does the paper have equality and diversity implications? No.

Freedom of information

Can this paper be included in open business? Yes

Originator of the paper

Vice-Principal Professor Jeff Haywood

Paper presented by

Vice-Principal Professor Jeff Haywood

The University of Edinburgh website: the next 5 years

I promised PSG one year ago that, in addition to maintaining the existing corporate website and addressing the online needs of 4 strategic areas (ELIR, Internationalisation, SEAG, PG recruitment), I would also carry out a review of the University's online presence and present the findings and recommendations.

This paper sets out the reasons why the University of Edinburgh needs to continue to **develop** its current corporate website, and the requirements that need to be met in order to take it to the next phase. This involves expanding the range of coverage, adding a degree of interaction with audiences, incorporating more rich media, and refreshing the design and navigation. To underpin these developments I propose that the technology base is also refreshed, by transferring from Polopoly to a new (open source?) content management system that is better suited to a flexible and widely-devolved user base.

The outline costs of maintaining the existing corporate website, and of the various components of the proposed next phase, are provided at the end of the paper.

I recognise that this is a very difficult decision to ask colleagues in PSG to make at this time, and that a substantial level of investment is needed move ahead from our current good, but nevertheless still less than excellent, position.

PSG is invited to comment on the proposal and to indicate its degree of support for continuation and renewed investment.

Context

PSG needs no reminder about the importance of the University website, and its online presence more generally. It is essential to our recruitment of students and staff, promoting our research, enhancing our reputation, and expanding our business engagement at a time when all our activities are under pressure to be more productive and cost-effective.

Our audiences include prospective students and staff; the media and policy researchers; businesses and funding agencies; alumni and potential donors, and our own students and staff. We need to offer excellent information and responsiveness to them all. To do that we need not only well designed and fit-for-purpose information, but also metrics about what they seek, how easily they find it and what they feel about the experience. Like other world leading organisations, we must adapt flexibly to their changing expectations, and to do that by experimenting to assess what works best, and then to modify our design, content, navigation and interactivity on the basis of gathered evidence. We have to cater for visitors who wish to go straight to their desired goal and leave, and for those who wish to browse, explore and interact with us.

Stepping back or standing still are not sensible options; in the absence of investment, some parts of our website will degrade and fragment as innovators find alternatives more suited to their wishes, and other parts will ossify as those without technical support despair of getting help. We therefore need a plan for the next phase of the University's corporate online presence over the next 4-5 years. The rest of this paper reviews progress to date and offers a roadmap for the future.

Findings from the Review

We carried out a Review of the present corporate website through the eyes of internal and external users, applying website analytics of current patterns of use, and making an horizon scan of developments that will influence our thinking. The findings of the Review, discussed at an Awayday of the Governance Group in January 2011, were:

- The past 5+ years have moved us forward **substantially** from the starting point of the University Website Redevelopment Project and most units are part of the Polopoly community (current status attached). The general view of internal and external users is that quality has improved dramatically. Several hundred staff have been trained in publishing for the web, and can confidently update web pages. Our systems are resilient and fast;
- Our key audiences are still the right ones, although some modifications in how we cluster them, and improve access by those outwith the majority groups, needs attention;
- We have also shown that we can accommodate the need for rapid response to strategic developments such as ELIR, PG online recruitment, SEAG and Internationalisation;
- This demonstrates the real value that can be added by a small team working with key groups to take forward the web presence for major strategic initiatives, whilst at the same time maintaining the current quality and support;
- Although much of the corporate area has been redeveloped, we have made limited inroads into the main work of Schools, needing more surfacing to external audiences of the detailed and concrete academic information they desire about our research and our learning and teaching;
- Search for specific items of information is still quite poor, and directories of services and staff are patchy. There is a lack of rich media across the whole site, an overall design that may have become somewhat dated, and not aligned with our visitors' needs as evidenced by analytics; and navigation can be cumbersome;
- Technically, we lack the ability to devolve permissions and control, and that creates bottlenecks and frustrates IT professionals in Schools. The limitation of creating java-based webpage templates in a university with little java expertise, leads to local developments that weaken the overall user experience, prevent pooling of effort and increase risk. We find it difficult to enable research groups and sub-School units to join in, and cannot easily support branding variants (eg Roslin, Business School, new eca). We are aware that some of these groups would choose the University technology platform if it were more compatible with their particular needs;
- The strategy of the Polopoly company is not well aligned with our needs, being more directed towards centrally-managed organisations rather than devolved institutions.

Where next?

The Review exposed no suggestion that we should reduce our investment in the existing website. It was assumed that there would continue to be: training at a level to ensure that newcomers are catered for, with refreshers as necessary; maintenance of visitor and user experience; and response to agreed existing and new strategic priorities for the website.

However, the Review did indicate that some areas were in need of further work, and that some new features should be developed. The list of required actions below indicates the extent of our need for continued investment (*not prioritised*):

- Evidence-based review of the design and navigation, using web analytics and direct views of user groups. Re-design and modification across the site as necessary;

- Evaluation and procurement of an appropriate web content management system. An open source market leader has been identified, and automated migration has been successfully pilot tested with it to assess the likely technical feasibility of automated migration. There will be training and support implications of any change of this magnitude. *(Note that the decision to change does not reflect an error of choice 7 years ago – the options were very different then);*
- Managed opening up of the publishing framework to enable units with strong brand identities and needs (eg Business School, new ECA) to participate fully in the corporate website structure and technologies. Those Schools that have worked hard to integrate their academic and corporate content, and have used Web 2.0 tools (eg Law), have experience to offer but at present have to sit outside our WMCS system, despite their agreement with our vision and quality measures;
- Regular assessment of the University's profile in search engines and automated systems;
- Substantial expansion of access to our research excellence, at University, College, School and research unit levels. Ensure that research publications etc are easily found and searched (eg by integration of PURE), and that staff CVs and profiles can be automatically created and edited;
- Production of more sub-site templates (eg 'research institute in a box') that can be easily adopted and modified by users with limited technical skills;
- Introduction of a higher level of rich media across the whole site, and not just at top level. Ensure re-refresh of these items, and indeed all pages, takes place;
- Interactivity enabled with user communities through the use of Web 2.0 tools such as Facebook, feedback forms, chat, desktop videoconferencing, etc across the site;
- A flow of updating information provided to users through channels such as Twitter and RSS to enable them to choose their channel of choice;

Investment levels & options

The first decision, although I personally cannot see this as an option, is whether to continue to maintain the existing corporate website in its current form. Prior to the University Website Redevelopment Project there was no central support for the substantial, coordinated and managed corporate website that exists today. Irrespective of the decision on further development, a recurrent funding stream is needed for the foreseeable future.

I propose that we should move to a level of investment beyond the simple maintenance of the existing site, replacing the WCMS with something more flexible to cater for our future needs. The cost shown is based upon the current cohort of webpage owners reviewing and minor editing their own pages post migration, and not upon an expanded central team doing the lower difficulty work (estimated to be ~90%).

Only if we have decided to replace the WCMS, should we move to a re-design, to introduce more rich media, Web 2.0, research profiles etc. Implementing these features with a more flexible WCMS will allow utilisation of existing IT professionals across the University with the relevant skills, by means of formal secondments. We have some indication from some Heads of Schools that this is a realistic approach. In addition we shall use postgraduate students for appropriate tasks wherever possible. Were these developments to be undertaken in Polopoly, they would need to be done via an enlarged central technical team.

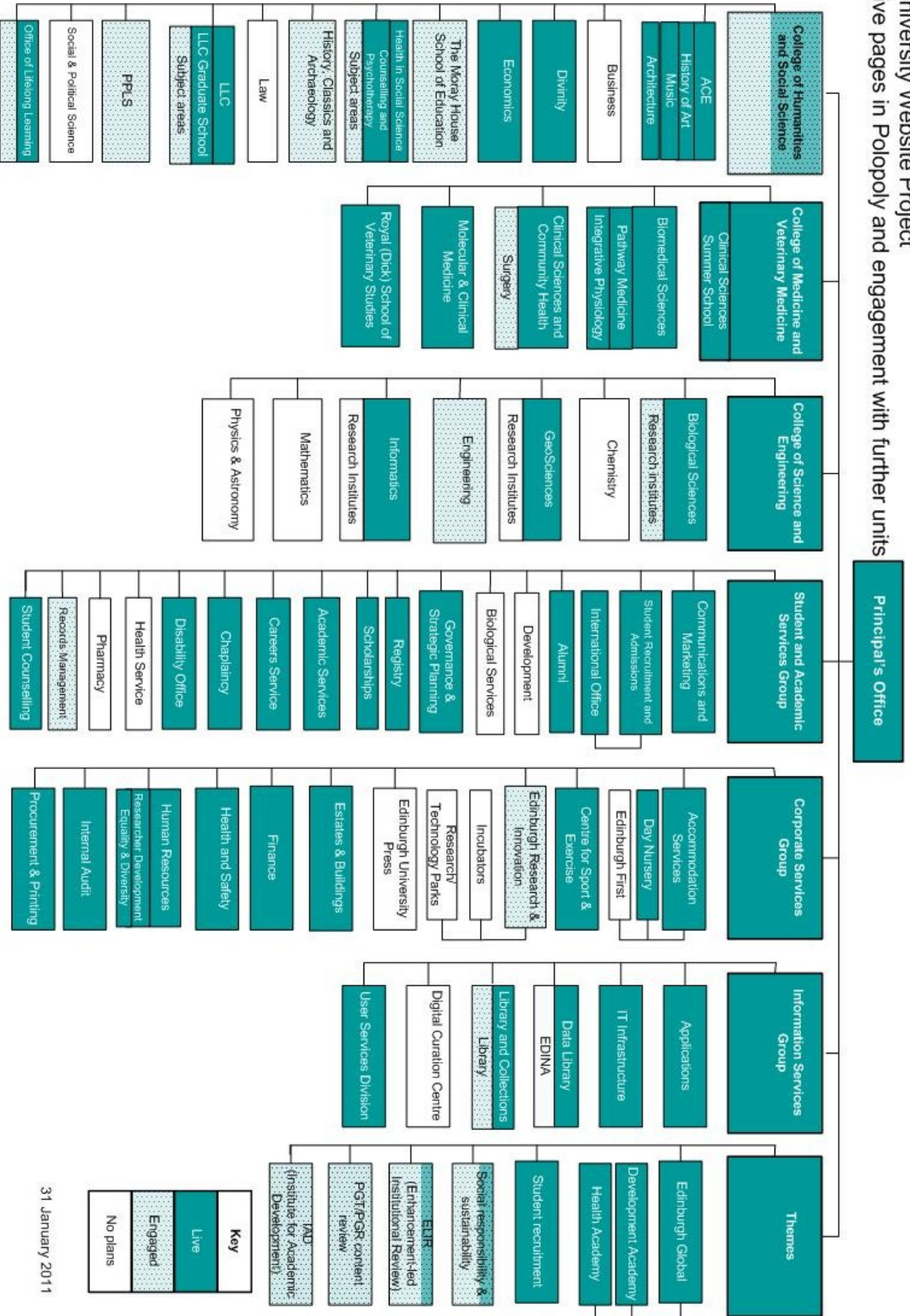
Activity	Timescale	Cost
Maintain existing content, structure & infrastructure – whether in Polopoly or new WCMS with sufficient capacity to respond to new strategic objectives and continuous enhancement, plus some limited assistance for existing users to make modifications other than to content <i>4 FTE core web team + 2 temp FTEs + 2 FTEs IT + hardware / software / staff training etc</i>	2011 onwards (recurrent)	£400k pa
Migrate to new WCMS, maintain existing content & features, create devolved control and branding options, train users, ensure resilience <i>2 FTE IT development staff + additional IT hardware + 2 FTE to convert current complex content & features not automatically migrated + 2 FTE to support & train current 700 users & liaise with Schools and SUs</i>	before end FY11-12	£400k
Options below best implemented in a new WCMS – some are much better done in a new WCMS as indicated by (W), although they can be done in Polopoly, with varying degrees of ease. They will be tackled in parallel, some beginning before the new WCMS site is completed, using core staff in IS plus seconded staff from Schools, plus HTBN student effort for the main evidence gathering and testing <i>~6 FTE staff effort of varying kinds, sourced from Schools, PG students, partly by staff at end of migration (above) re-tasked to these areas for further year + enhanced support for rich media and Web 2.0 use + external professional input into design, analytics, current and potential user data gathering</i>		
<ul style="list-style-type: none"> Expand Integrate PURE research publications – profiles and CVs (W) Create and support uptake of template sub-websites, eg for research institutes (W) Establish tools for gathering user metrics in systematic and easy-to-deploy manner Refresh the homepage design, including new templates for Colleges, Schools & Support Services, taking into account current trends in user expectations and web design (W) Enhance information for subgroups of audiences – eg PGR, PGT, potential staff, policy makers Increase use of rich media; introduce Web 2.0 widgets and tools (W) Introduce blog service and integration tools (W) Devolve admin using comparable devolved responsibility model of wiki service (new W only) 	2011-12 2012-13	£100k £350k

Year	2011-12	2012-13	2013-14	2014-15
Budget (10-11 prices)	£900k	£750k	£400k	£400k

Jeff Haywood, 16th February 2011

University Website Project

Live pages in Polopoly and engagement with further units



Key	
	Live
	Engaged
	No plans

31 January 2011



The University of Edinburgh

Central Management Group

20 April 2011

Infectious Diseases in Edinburgh

Brief description of the paper

A review of Infectious Diseases research and post-graduate activities in the University was performed. The recommendations are that an umbrella organisation, *Edinburgh Infectious Diseases*, is established. This should aim to encompass all interested researchers in the University and, where relevant, in Associated Institutions, establish the 'external face' of this vibrant community, increase internal co-operation and cohesion, facilitate PGT and PGR and co-ordinate major initiatives and bids.

Action requested

For comment and to consider recommendations.

Resource implications

Does the paper have resource implications? Yes (minor)

Risk assessment

Does the paper include a risk analysis? Yes

Equality and diversity

Does the paper have equality and diversity implications? No

Freedom of information

Can this paper be included in open business? Yes

Originator of the paper

Professor Jonathan Seckl

Infectious Diseases in Edinburgh

Introduction

The University of Edinburgh has a long and distinguished history of research and training in Infectious Diseases (ID). Major advances made in Edinburgh include the world's first system of compulsory notification of infectious diseases, initiated by Sir Henry Littlejohn in 1879, major progress in malaria biology across the 20th Century, through to the development of blood tests and the first vaccine for hepatitis B and the recent identification of variant Creutzfeldt-Jakob disease in humans.

Edinburgh's infectious disease community is large and diverse with ~550 research workers and graduate students and over 70 Principal Investigators. This is one of the greatest critical masses in ID research in the UK and indeed globally. Classical ID research spreads across the Colleges of Medicine and Veterinary Medicine and Science and Engineering, as well as NHS Lothian. There are a host of sub-groupings including the Centre for Immunity, Infection and Evolution (CIIE), the Institute of Evolutionary Biology (IEB), Institute of Immunology and Infectious Research (IIIR), the Roslin Institute (RI), the Veterinary School, Bacteriology, Virology, Centre for Tropical Veterinary Medicine (CTVM), Institute for Global Health, Division of Pathway Medicine (DPM), the National CJD Surveillance Unit (NCJDSU), Interdisciplinary Centre for Human and Avian Influenza Research (iCHAIR), Institute of Structural Molecular Biology and NHS Lothian's Department for Infectious Diseases. Additional groups in the College of Humanities and Social Sciences also have interests in ID and its implications including colleagues in Anthropology, Innogen, Law, Sociology and Politics. Within CSE there are further potential links with Mathematics, Informatics and Parallel Computing as well as Geosciences and Chemistry. Some of the latter are perhaps more latent than extant but offer enormous potential. Outside the University of Edinburgh a number of major Edinburgh-based groupings are also of immediate relevance to Infectious Diseases including the Scottish Agricultural College, the Moredun Institute, Scottish National Blood Transfusion Service, Information and Statistics Division of NHS Scotland and a variety of NHS and Governmental Reference Laboratories.

Over the last decade the Centre for Infectious Diseases (CID) has had considerable impact in coordinating many academic activities across the ID landscape. CID has afforded a recognisable 'common face' for Edinburgh's ID community to the outside world and has been instrumental in coordinating conjoint academic activities including some creative innovations such as lunchtime discussion groups. However, there is a general consensus that this co-ordination now needs to be taken to the next level. An obvious consequence of the complexity of Centres and other sub-structures listed above is that, despite the coordinating efforts of CID, the 'cacophony of centres' leads to a sub-optimal external face to portray our overall strengths. In addition, there is a degree of internal confusion of roles and responsibilities with some loss of co-ordination, co-operation and optimal configuration when external opportunities arise. This

issue was recognised by the Heads of College and Principal who asked Professor Jonathan Seckl, Executive Dean and Director of Research CMVM, to convene a small working group to explore the issues and propose a solution. The group is extremely grateful to a substantial number of colleagues who took the time to interact and explain frankly the issues and problems as well as offering thoughtful potential solutions.

Issues

Meetings of the Core Review Group and a host of bilateral interactions revealed a remarkable consistency of opinion about the problems and potential solutions. Here the major concerns are laid out.

Internal cohesion

There was a near unanimous view that internal cohesion in ID was sub-optimal. Most felt that this was due to a lack of mutual understanding of the activities and remits of the various groups rather than any lack of willingness to interact. Nonetheless, all felt that better information flows and co-ordination would help ID in Edinburgh to co-ordinate and co-operate across research and PGT/PGR endeavours. A number of respondents commented that there was an unwelcome lack of awareness of the activities of other groups and of the opportunities for inter-group initiatives and collaboration. Whilst a small minority felt inter-group and indeed inter-College interactions were a somewhat unwelcome distraction, most recognised the opportunities these offer, particularly at times of funding constraint when Governmental drives to maximise “impact” hold increasing sway. This is obviously of substantial importance in the run up to REF2014.

Silo thinking

A sub-group of colleagues were concerned to maintain their own environment. Whilst the review group recognised that some individuals feel uncomfortable with interactions outside their own immediate sphere of interest, overall this was not a major feature of responses and thus Edinburgh’s ID soil seems fertile for improved interdisciplinarity and interactions. This of course squares well with increased translation to support the “impact agenda”.

Geography

None of the above is directly helped by our geography, with ID research and its crucial major interactions spread across a number of facilities at King’s Buildings, Little France, Western General Hospital, Roslin and the Vet School, with other linked activities in the George Square area. The postponed Ashworth 4 project was repeatedly mentioned as a key setback in plans to coalesce ID research in Edinburgh, and to build on our strengths in terms of recruitment at the international level. The NHS’s organisation is also sub-optimal with bacteriology, virology and related lab activities at Little France but infectious diseases patients mostly housed in a unit at the Western General Hospital. Whilst NHS activities

are outwith the remit of the review, the group felt that this was an important part of the immediate landscape. Whilst many thought that the multisite geography hindered interactions, there was also a strong sense that Edinburgh has outstanding facilities across the range for ID research and thus offers a strong environment for colleagues wishing to exploit the gamut of a host of basic sciences, large and small animals and human subjects and clinical samples. Thus whilst it is not conceivable that human patients, farm animals and fundamental sciences can all be co-housed, the availability of first class specialist facilities for all these activities within a reasonable radius should support the interdisciplinary scientific endeavour. However, the crucial grant-getting facilities of "translation" and "impact" were poorly served by a lack of mutual knowledge and trust between some CSE and CMVM colleagues. There was nonetheless a strong drive in most respondents to improve the opportunities offered by interdisciplinary and collegiality. This was coupled with enthusiasm to interact outwith the immediate geographic locus of an individual and, in particular, to take part in inter-disciplinary groupings with colleagues with complimentary skills and interests.

External Image

It is clear that the formation of the Centre for Infectious Disease (CID) has markedly helped to unify the Edinburgh ID brand. However, there was also a recognition amongst respondents that the external perception of Edinburgh still has some work to do to present a fully coordinated entity. Numerous conversations addressed the benefits to be accrued from the overwhelming critical mass of ID researchers in Edinburgh if the work, so strongly begun by CID, could be completed.

In Sum

The core problem for our ID research is of a plethora of groupings with somewhat confusing names and partly overlapping missions that have largely evolved in response to diverse funding initiatives. The inception of CID has allowed major advances in coordination and information exchange, but there is more to be achieved, including in unifying the face and thus maximising the critical mass in ID research and expertise that we portray to the outside world. We also have deficiencies in our approaches to drawing colleagues together optimally to address external funding and other opportunities. Thus it appears that there is indeed something of a problem here.

A Solution

Almost without exception respondents advanced or were supportive of the concept of a strengthened “umbrella” organisation for ID activities in Edinburgh. It is the view of the review group that this is indeed a positive step forward. We suggest that this is called **Edinburgh Infectious Diseases** with a possible subtitle of **ID@ed**. Below we describe its remit and responsibilities.

Edinburgh Infectious Diseases should be encompassing and inclusive. We are not proposing at this stage in the REF cycle to in anyway interfere with the existing laboratories, groupings, centres and so forth. We suggest that **Edinburgh Infectious Diseases** functions as a higher level co-ordinating and integrating structure. Its aims should be to be inclusive, non-threatening and supportive. All existing groups of ID researchers and graduate students within the University should of course be part of **Edinburgh Infectious Diseases**. In addition it would be highly beneficial to include relevant groupings (outwith the existing identified ID core groups) with relevant interests and enthusiasms to engage with ID researcher. Thus within CSE relevant staff within Mathematics, Informatics, Chemistry, Systems Biology and Computing, and from HSS groups in Anthropology, Sociology, Innogen, Politics, Law and International Policy should find a welcoming home. **Edinburgh Infectious Diseases** will not provide in its initial phase any replacement of the administration and scientific leadership of any of these groups but should afford an additional level of co-ordination, information exchange, honest brokerage and develop high level strategy in order optimally to position Edinburgh as a UK and European leading Hub of Infectious Diseases Research.

As an external face we propose that **Edinburgh Infectious Diseases** becomes the primary external face of ID Research and PG activities in Edinburgh, with an attractive website, including up-front links to all component major groups, up to date information, latest news, opportunities, commercial links and capabilities. **Edinburgh Infectious Diseases** should be a first portal for interested Post-Graduate students to taught courses and research training.

Internally we think **Edinburgh Infectious Diseases** should co-ordinate annual inter-disciplinary research days in Infectious Diseases, high-profile Inter-Disciplinary Lectures, focussed workshops, scientific meetings and facilitate networks. In addition, it should progressively develop ID strategy at the cutting edge of science, coordinate major interdisciplinary funding bids, advise on major appointments, and develop and host new ID-related PGT and PGR, including progressively taking responsibility for the apportionment of increasing numbers of postgraduate studentships across its turf.

Sub-structure

Whilst we propose **Edinburgh Infectious Diseases** begins with the current sub-structures, a number of respondents suggested that a thematic approach to

our organisation might be beneficial. An early activity for the “umbrella” organisation should be to coordinate a process to think through how the sub-structures within Infectious Diseases can optimally be themed. There are opportunities, for example, in global health, emerging infections and zoonoses and the development of new therapies for these. It is in pulling together and pre-configuring appropriate groupings for opportunities both scientific and in funding that this thought should be focussed. Edinburgh should be inventing the new “-ologies” in ID.

Co-ordinated responses

Edinburgh Infectious Diseases will be an ideal body to co-ordinate responses to major national and international funding opportunities. This is not about individual grant applications from individual academics or small groups but about co-ordinated, co-operative responses for major opportunities in studentships, estate development, capital equipment and theme-based research calls. An element of foresight and scoping is of course implicit in this and is expected that this will be co-ordinated by ***Edinburgh Infectious Diseases***.

Post-graduate student activities

It was interesting that whilst most respondents were keen to maintain their current routes to studentships, all recognised the importance of inter-disciplinarity in gaining novel studentship opportunities. Therefore we suggest a key role of ***Edinburgh Infectious Diseases*** is in co-ordinating new bids and in the management of most ID-related PG studentships. It is the proposal of this review group that the ID community moves progressively so that in time the majority if not all studentships in ID become vested in ***Edinburgh Infectious Diseases***. This requires the development of a competitive but equitable approach to the apportionment of such students across the community. This will have the advantages of developing cohort effects within the ID PG students, useful to drive novel interactions between PIs and groups.

Knowledge exchange and public awareness

Edinburgh Infectious Diseases will be the optimal organisation to lead on these critical activities. Edinburgh has an enviable reputation in public understanding activities and these will be enhanced by co-ordination at a larger scale. Both translation and commercialisation are also key activities required of the academic mission. It is anticipated that ***Edinburgh Infectious Diseases*** will afford a strong base, both as first point of contact for external bodies seeking advice and support in public understanding activities, and to optimise the pulling together of teams in order to deliver translation of fundamental science and commercialisation of discoveries as these arise.

Global Perspective

The Global Academy is already part of the constituent groups within ***Edinburgh Infectious Diseases*** and this is becoming an increasingly important area of the

University's activities. Many groups within Infectious Diseases are of course already highly active in addressing diseases of global impact and notably to approaches to treatment and policy to address these major causes of mortality and morbidity in human and animal populations. ***Edinburgh Infectious Diseases*** affords an immediate route to greater critical mass and the opportunity more readily to allow us to pull together expertise. The inclusion of relevant interests and colleagues from HSS will be critical in order to engender a step change in our capabilities even early in the progress of our global academy.

Mission

The Mission of ***Edinburgh Infectious Diseases*** is to “research the science of infectious diseases, especially major human and animal pathogens and the host response to these, and translate this into novel diagnostic tests, vaccines, therapies and other technologies to impact upon global health and cognate policy. In delivering this ***Edinburgh Infectious Diseases*** will employ multi-disciplinary, interactive fundamental to translational approaches, optimally exploiting the critical mass of internationally-leading strengths of the University and its affiliated Institutions.

Deliverables

Edinburgh Infectious Diseases would have the following targets

1. Broad, inclusive membership across all 3 Colleges and linked extramural bodies
2. Cohesive external image
3. Improved internal coordination including across all 3 Colleges as measured by an increase in inter-disciplinary grant income
4. Improved PG student recruitment and cross disciplinary supervision
5. increased numbers of externally-funded fellowships, notably senior and intermediate/clinician-scientist awards
6. co-locating high potential younger and senior basic and clinical scientists to mutual benefit
7. Nurturing 'feeder' undergraduate courses in ID (e.g. 4th year honours ID course)
8. improved recruitment of ID research staff
9. strengthened fundamental basic and clinical research outputs (REF scores)
10. Increased and improved involvement in online education
11. Improved translational research, where appropriate
12. greater links with industry, Government and charity
13. greater impact

Governance

It is proposed that ***Edinburgh Infectious Diseases*** is led by a **Director** appointed by the 3 Heads of College. It is suggested that the Director is hosted in rotation (say for 3-4 year terms) by CSE and CMVM, with the first Director hosted by CSE, thus following on from CMVM's hosting of the forerunner, CID. The Director should be supported by an **Executive Board** comprising the Heads of the major Infectious Diseases groups/Centres included, as well as leaders from the NHS and, where desired, from the neighbouring Institutes, most notably SAC. It is strongly encouraged that there is specific involvement of the heads of major groups currently not strongly linked to infectious diseases but with much to contribute including Innogen, Law, Politics, Informatics, Mathematics and Chemistry. The Director will be responsible for co-ordinating the Board, for leading the development of policy, for leading the coordination of bids for major external initiatives. Board members will be expected actively to support the Director in these activities. The Board should co-ordinate relevant Inter-Disciplinary external bids, should progressively develop policy and ID research structures and novel academic entities and should progressively take over the organisation of PG studentships.

Resources

It is appreciated that there will be resource implications for such an entity to succeed and yet this is a tough time to ask. Thus, in the initial phase it is proposed that the primary need is for skilful administrative support to facilitate the establishment of ***Edinburgh Infectious Diseases***, its website, community development, seminar programme, and support of the Director and Board.

In addition, it is proposed that both CMVM and CSE give a 'starter-for-10k' allowance (£5k each) to ***Edinburgh Infectious Diseases*** to pump prime academic activities.

Risks

Given the current rather fragmented structure, there is a risk is that ***Edinburgh Infectious Diseases*** will be perceived as a top-down solution of little relevance and thus be ignored or, worse, resented. ***Edinburgh Infectious Diseases*** must, therefore, be led from the top but endeavour from the outset to encompass all who will take part with warmth and interest.

SUMMARY

The current complexity of structures in ID in the University of Edinburgh fails optimally to exploit our fine qualities and substantial potential in both teaching and research. We propose that ***Edinburgh Infectious Diseases*** is established

as an inclusive umbrella organisation to foster our external and internal image, coordinate our mission and increase coherence, interdisciplinarity and responsivity of Edinburgh's ID community. The anticipated benefits are substantial, the risks modest and the additional costs, at least initially, are small. We believe that the establishment of ***Edinburgh Infectious Diseases*** will facilitate increasing success in recruitment, training, research and external recognition and generate considerable 'added value' beyond the mere sum of the parts.

11.4.2011

Jonathan Seckl, Tony Nash, Rick Maizels, David Hume, Keith Matthews



The University of Edinburgh

Central Management Group

20 April 2011

Proposal to create The Handa Chair in Japanese-Chinese Relations

Brief description of the paper

The School of Literature, Languages and Cultures in the College of Humanities and Social Science wishes to establish a new Chair, the Handa Chair in Japanese-Chinese Relations at the University of Edinburgh.

The Chair is funded by and named after Dr Haruhisa Handa, Chairman of Worldwide Support for Development. The Donor is providing £1million to establish and support this Chair in the first instance. The establishment of the Handa Chair in Japanese-Chinese Relations will strengthen academic leadership in the School of Literatures Languages and Cultures and in Asian Studies, as well as developing levels of activity in the field of East Asian Studies. The Professor appointed to this Chair will research and supervise students, lead major international conferences and offer courses in the field of Japanese Chinese Understanding within the School of Literatures Languages and Cultures and in close association with the Confucius Institute.

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

Action requested

For approval.

Resource implications

Does the paper have resource implications? The Chair is externally funded in the first instance.

Risk assessment

Does the paper include a risk analysis? No

Equality and diversity

Does the paper have equality and diversity implications? No

Freedom of information

Can this paper be included in open business? Yes

Originator of the paper

Professor Dorothy Miell
Vice-Principal and Head of College of Humanities and Social Science
22nd March 2011



The University of Edinburgh

Central Management Group

20 April 2011

Establishment of Chair of Veterinary Immunology

Brief description of the paper

The Roslin Institute, R(D)SVS, College of Medicine and Veterinary Medicine wishes to establish a Chair of Veterinary Immunology.

Action requested

To recommend establishment of the new Chair.

Resource implications

Does the paper have resource implications? No

The proposed new Chair will be 100% funded by the Roslin Institute.

Risk Assessment

Does the paper include a risk analysis? No

Equality and Diversity

Does the paper have equality and diversity implications? No

Freedom of information

Can this paper be included in open business? Yes

Originator of the paper

Professor David Hume
Director
The Roslin Institute
April 2011

CENTRAL MANAGEMENT GROUP

Establishment of Chair in Veterinary Immunology

The Roslin Institute seek to establish a Chair in Veterinary Immunology.

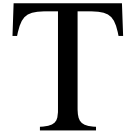
The Chair holder will have an outstanding research record in the broad area of immunology, with an interest in the host response to viral diseases, particularly those affecting any major livestock species (pigs, sheep, cattle and poultry). Viral Diseases are a major threat to sustainable animal production in the UK, and worldwide.

The Chair holder will also lead the BBSRC Institute Strategic Programme in Pathogenesis and Resistance in Viral Diseases of Livestock within The Roslin Institute and will be expected to lead an internationally-competitive research programme that interacts within the broad BBSRC research strategy, linked to food security and animal health and welfare. Research may include the use of experimental animal models that are disease relevant.

The Chair holder will provide academic leadership. Teaching to undergraduate Veterinary, Medical and Science students in the University appropriate to their area of interest, and will be expected to be active in postgraduate education at Masters and PhD level.

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

Prof D Hume
Director
The Roslin Institute
April 2011



The University of Edinburgh

Central Management Group

20 April 2011

Establishment of Anne Rowling Chair of Tissue Regeneration

Brief description of the paper

The School of Clinical Sciences and Community Health wishes to establish the Anne Rowling Chair of Tissue Regeneration.

Action requested

To recommend establishment of the new Chair.

Resource implications

Does the paper have resource implications? No

The proposed new Chair will be 100% funded from the Rowling Fund (endowment E08764).

Risk Assessment

Does the paper include a risk analysis? No

Equality and Diversity

Does the paper have equality and diversity implications? No

Freedom of information

Can this paper be included in open business? Yes

Originator of the paper

Professor David Weller
Head of School
Clinical Sciences and Community Health
13 April 2011

CENTRAL MANAGEMENT GROUP

Establishment of Anne Rowling Chair in Tissue Regeneration

The School of Clinical Sciences and Community Health seeks approval to establish the Anne Rowling Chair in Tissue Regeneration which will be 100% funded by the Rowling Fund.

The Anne Rowling Chair in Tissue Regeneration will be a critical component of the MRC Centre for Regenerative Medicine (Director, Prof Charles ffrench-Constant) based within the Scottish Centre for Regenerative Medicine.

In keeping with the wishes of the donor, the Chair will be expected to provide leadership in the biology and application to human disease and regeneration of pluripotent cells and expected to have an internationally competitive research programme relevant to regenerative biology. Specific topics of interest include induced pluripotency, reprogramming human cells towards a stem cell state and the applications of this technology to disease modelling.

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

Prof D Weller
Head of School
Clinical Sciences and Community Health
13 April 2011



The University of Edinburgh

Central Management Group

20 April 2011

Establishment of Chair of Resilience Biology

Brief description of the paper

The School of Clinical Sciences and Community Health wishes to establish the Chair of Resilience Biology.

Action requested

To recommend establishment of the new Chair.

Resource implications

Does the paper have resource implications? Yes

The proposed new Chair will be funded by School salary budget.

Risk Assessment

Does the paper include a risk analysis? No

Equality and Diversity

Does the paper have equality and diversity implications? No

Freedom of information

Can this paper be included in open business? Yes

Originator of the paper

Professor David Weller
Head of School
Clinical Sciences and Community Health
13 April 2011

CENTRAL MANAGEMENT GROUP

Establishment of Chair of Resilience Biology

The School of Clinical Sciences and Community Health seeks approval to establish the Chair of Resilience Biology.

The recent closure by MRC of the Human Reproductive Sciences Unit provided the College with an opportunity to secure ~£13M of MRC grants for a new MRC Centre for Reproductive Health (2011, to be reviewed 2016). This benefit was contingent on a commitment to undertake an international search to recruit a new Director for the Centre, which is this proposed Chair.

The MRC Centre for Reproductive Health aims to address questions of crucial importance in reproductive health and with implications for resilience and repair in other organs. The proposed Chair of Resilience Biology would be expected to play a key role in ensuring that the Centre achieves its mission of "through interdisciplinary research and research training to understand the integrative tissue biology that confers powers of resilience and repair upon the human reproductive system, and to explore and exploit the wider implications of these mechanisms". Translation of research knowledge and training of the next generation of researchers are key goals. In addition to directorship of the centre, the proposed Chair will be expected to lead his/her own internationally excellent research programme in a relevant research field.

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

Prof D Weller
Head of School
Clinical Sciences and Community Health
13 April 2011