

**Agenda for a meeting of the Central Management Group
to be held at 10.30 am on Wednesday, 24 August 2011
in the Cuillin Room, Charles Stewart House.**

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|----------|---|----------|
| 1 | Minute of the meeting held on 15 June 2011 | A |
| 2 | Matters Arising | |
| 3 | Principal's Business | |
| 3.1 | Principal's Communications | |
| 3.2 | Principal's Strategy Group | B |

FOR DISCUSSION

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|----------|--|-------------------|
| 4 | RUK Fees (closed) | C (Tabled) |
| 5 | ECA Budget (closed) | D |
| 6 | Report from Staff Committee | E |
| 7 | Delegated Authorisation Schedule (closed) | F |

FOR INFORMATION/FORMAL APPROVAL

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|-----------|--|----------|
| 8 | Latin American Tour: Vice-Principal International's Report | G |
| 9 | Fees Strategy Group (closed) | H |
| 10 | Expenses Policy (closed) | I |
| 11 | Proposal to create a Personal Chair in the College of Humanities and Social Science | J |
| 12 | Proposal to establish a Chair of Computer Security in the School of Informatics | K |
| 13 | Any Other Competent Business | |
| 14 | Date of next meeting | |

Tuesday, 11 October 2011 at 10.30am in the Reception Room, McEwan Hall

Central Management Group



Wednesday, 15 June 2011

MINUTE

Present:
The Principal (in the chair)
Vice-Principal Professor A McMahon
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
Dr K Waldron

In attendance:
Dr I Conn
Dr A R Cornish
Mr A Currie
Mr D Waddell
Ms E Fraser (on behalf of Ms S Gupta)
Mr D Montgomery (on behalf of Mr J Gorringe)
Dr K J Novosel

Apologies:
Vice-Principal Professor M Bownes
Senior Vice-Principal Professor N Brown
Vice-Principal Professor D Hounsell
Professor J Seckl
Mr N A L Paul
Mr J Gorringe
Ms S Gupta

1 **MINUTE OF THE MEETING HELD ON 25 MAY 2011**

Paper A

The Minute of the meeting held on 25 May 2011 was approved as a correct record.

CMG noted that this would be the last meeting attended by Vice-Principal Professor April McMahon and Vice-Principal Professor David Fergusson and thanked them for all their work on this Group and across the University.

2 **MATTERS ARISING**

2.1 **Membership of Finance and General Purposes Committee**

CMG agreed that its representative on the Finance and General Purposes Committee with effect 1 September 2011 should be Senior Vice-Principal Professor Nigel Brown and that this appointment should be for as long as the Senior Vice-Principal held the planning and resources portfolio.

3 **PRINCIPAL'S BUSINESS**

3.1 Principal's Communications

The Principal reported on the following: the successful Scottish Funding Council Strategic Dialogue held on 7 June 2011, areas covered during the visit included governance and strategic planning, sustainability, internationalisation and commercialisation; recent media coverage on a fake blogger allegedly a student at the University and the University's measured response which included initiating investigations by Vice-Principal Professor Haywood into a possible breach of University computer regulations and by Vice-Principal Professor Waterhouse in the context of equality and diversity issues and to consider whether any other disciplinary offences may have been committed; and discussions with the Scottish Agricultural College on closer collaborative arrangements including its involvement in the recently launched Global Environment and Society Academy.

FOR DISCUSSION

4 FINANCE UPDATE (CLOSED)

Paper B

The Group noted the continuing challenges around SFC funding and the discussions with the Scottish Government on this matter. It was further noted that changes to the USS pension scheme would be introduced in October 2011. A number of unions were balloting members around pension issues as part of the National debate on public sector pensions and the Group noted that it was currently unclear of the impact on the University of any industrial action which may be initiated as a result of these ballots. The slow response on the uptake of voluntary severance arrangements was noted and it was welcomed that due diligence work had commenced in respect of discussions with EIB on securing a loan.

5 REPORT FROM THE STANDING CONSULTATIVE COMMITTEE FOR REDUNDANCY AVOIDANCE (SCCRA) (CLOSED)

Paper C

The third annual report from SCCRA was noted and CMG commended the work of this Committee in providing a forum for engagement with union colleagues on areas within the University where staff were at risk of redundancy. The increased utilisation of the Talent Register was welcomed and of the acceptance of only advertising posts internally.

FOR INFORMATION/FORMAL APPROVAL

6 EUSA VOLUNTEERING OPPORTUNITIES ANNUAL REPORT

Paper D

CMG congratulated EUSA on this first annual report on volunteering opportunities and fully approved an allocation of £52,000 in 2011/2012 to EUSA to allow it to continue to support these volunteering activities. It was suggested that it would be helpful to have financial information included in future reports so that CMG could be aware of the expenditure of the £52,000 allocation; the University Secretary to have sight of this information for 2010/2011. It was further suggested that as the University Court would be very interested in these activities members should receive copies of this report and that there should be wide dissemination of EUSA volunteering successes in the media and through local organisations as well as a feature in the next

University's Annual Review.

7 EDINBURGH STUDENTS' CHARITIES APPEAL (ESCA) ANNUAL REPORT Paper E

CMG welcomed the first annual report of the Edinburgh Students' Charities Appeal (ESCA) and approved the allocation of £31,000 in 2011/2012 to support the work of this charity and asked for further financial information; the University Secretary to have sight of this information for 2010/2011.

8 PROPOSAL TO ESTABLISH A CHAIR OF ASTROBIOLOGY IN THE SCHOOL OF PHYSICS AND ASTRONOMY Paper F

CMG approved the establishment of a Chair of Astrobiology.

9 PROPOSAL TO ESTABLISH A CHAIR OF ISLAMIC AND INTER-RELIGIOUS STUDIES Paper G

CMG approved the establishment of Chair of Islamic and Inter-Religious Studies.

10 PROPOSAL TO ESTABLISH A CHAIR OF INTERNATIONAL BANKING LAW AND FINANCIAL REGULATION Paper H

CMG approved the establishment of a Chair of International Banking Law and Financial Regulation.

11 DATE OF NEXT MEETING

Wednesday, 24 August 2011 at 10.30 am in the Cuillin Room, Charles Stewart House.

The University of Edinburgh

Central Management Group

24 August 2011

**Principal's Strategy Group Meeting
20 June 2011**

Amongst the items discussed were:

1. Grant Income and EPSRC Review of Status

Members discussed the current status of grant income.

2. Visiting PG Students Policy

Members discussed the issues and gave their support to the revised policy.

3. Masters Strategy

Members welcomed Dr Rigby's report and agreed on the best way to implement the recommendations.

4. Equality and Diversity Policy

Members welcomed this policy and action plan.

5. Carnegie Centenary Professors

Agreement was reached on the nominations for the Carnegie Centenary Professorships.

The University of Edinburgh

Central Management Group

24 August 2011

D

Budget setting for 2011-12: Incorporating ECA Activities and Income

Brief description of the paper

The attached paper has been discussed in detail with relevant budget holders, the Vice Principal Planning, Resources and Research Policy and the Directors of Planning and Finance. All are agreed that at present an appropriate approach to finalising 2011-12 budgets to take account of the merger with Edinburgh College of Art, and that it enables a smooth transition to routine budget settings at the end of the 2011-12 academic year.

Action requested

CMG is asked to note and formally endorse the proposed approach to finalising 2011-12 budgets.

Equality and Diversity Implications

No

Risk Assessment

No

Freedom of Information

Can this paper be included in open business? No

Originator of the paper

Frank Gribben, College Registrar on behalf of the Merger Operations Working Group.
18 August 2011

To be presented by Senior Vice-Principal Professor Nigel Brown

The University of Edinburgh

Central Management Group

24 August 2011

Report from Staff Committee

Brief Description of Paper

This paper provides a summary of the key issues discussed and agreed at the meeting of Staff Committee held on 23 June 2011.

Resource Implications

Any resource implications are covered in the paper under discussion.

Equality and Diversity Implications

Any equality and diversity implications are considered in the paper under discussion.

Risk Assessment

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

Originator of paper

Sheila Gupta
Director of HR

Report from Staff Committee

Introduction

1. This paper summarises the key issues discussed and decisions reached at the meeting of Staff Committee held on 23rd June 2011.

Matters Arising

2. Performance and Development Review Update: Staff Committee accepted the recommendations from the sub-committee set up to report on how to support transition to a comprehensive review system across the University. The sub-committee proposed the following arrangements:

- a) Heads of Colleges and Support Groups will outline arrangements to meet the annual review requirement and present them to the last meeting of CMG in 2011 through the Senior Vice-Principal.
- b) Heads of Colleges and Support Groups will report annual review outcomes to CMG. Progress will also be reported in Annual Plans and it is proposed that this should be a requirement for five years from 2011/12.
- c) HR will establish a working group with management and the Trade Unions to develop the policy. This will include management members who have authority to represent the Colleges and Support Groups, as well as HR and Trade Union representatives. HR will be asked to bring a revised annual review policy to CMG.

Main Agenda Items

Agency Workers Regulations

3. Ms Macpherson presented this Paper, providing an overview of the scope of the legislation, the risks, liabilities, costs, and impact on the University and set out clear plans for implementing its provisions across the University.

4. A working group, led by University HR Services, will be established to consider, co-ordinate, communicate and support the implementation of all necessary actions required pre and post launch of the Agency Workers Regulations in October 2011 as well as for the longer term implementation required. It will work closely with all relevant parties including procurement specialists to ensure that the University meets all its obligations with regard to existing law and this new landmark legislation.

Draft Equality and Diversity Strategy and Action Plan

5. Ms Fraser introduced this Paper for discussion and stated that the document was a transitional document that would be amended in the light of the new Strategic Plan once published. Staff Committee welcomed the Strategy and supporting plan and offered helpful advice to inform its content and focus. In particular, members wished to ensure that evidence of our success and models of good practice should be highlighted and an emphasis placed on the fact that the University operates policies that exceed legal compliance. The University was hugely committed to promoting

equality and diversity and the publication of a new strategy underpinned by new and important projects, was an excellent opportunity to make a very real impact on our practice across all areas of our work.

Progression of Female Academic Staff

6. Ms Gupta introduced this paper and provided the context for the subsequent debate. There was universal agreement by all members of Staff Committee that the University should not introduce any system of blanket rules requiring all shortlists to contain women candidates or implying that any form of targets for employing female staff were in operation. There was deep concern expressed that this would diminish the standing of women and would actually put talented women off coming to the University from the UK and internationally.

7. The Committee agreed on several other ideas that it regarded as representing truly positive approaches and the focus of the debate moved on to consider these in more detail:

(a) Of particular significance was the need to create the right environment within which staff could thrive and the success of initiatives like Athena Swan and Juno were seen as clear evidence of how these projects made a real difference to female staff on the ground. It was agreed that more Schools should be encouraged to acquire Athena Swan accreditation.

(b) At present there are very few women Heads of School (HoS), yet this is a pivotal role within the institutional structure. In order to provide role models and foster cultural change, it was considered important to prepare more women for HoS roles, through proper succession planning.

(c) Schools will be asked to report to Court on how they will use Performance & Development Review (P&DR) to support women and their careers.

8. Members also considered it important to look at diversity in its widest sense and not restrict the focus to only women academic staff, but ensure career progression for all staff. In the spirit of a much more inclusive debate, mentoring was seen as an important means to provide tailored support for colleagues across all staff groups and whatever their stage in career.

9. Members wanted it noted that excellent progress had been made on the issues that mattered by way cultural change and this offered cause for optimism for more positive changes in the future.

10. Professor Waterhouse was most appreciative of the extremely frank and positive debate that had followed and proposed the establishment of a small Steering Group over the next year to progress the initiatives proposed in the paper and to create a link to Court to facilitate a two way communication channel for ideas and to report on progress made.

HR Workforce Performance Benchmark Report 2011

11. Ms Fraser introduce this paper, which now forms one of a series of papers that are prepared for Staff Committee twice a year. The Committee considered that it might be useful to analyse benchmark data from other sectors against which the University could assess its performance and practice. Dr Markland mentioned the health service, government, Edinburgh City Council and other international

companies, as well as the Russell Group, as useful benchmark organisations. There was a sense that the University probably performed well in relation to other sectors and more data and analysis along these lines could prove useful in informing future policy or development initiatives across the University. This type of approach was also relevant to creating a positive and inclusive climate in which all staff should thrive.

12. Ms Lewandowski requested the provision of the benchmark information broken down by College/School and Support Group, so that closer analysis could also be undertaken at local level.

Any Other Business

13. Professor Waterhouse took the opportunity to thank all those members for whom this was their last meeting and for their valuable contributions to the various discussions and debates over the past three years. She also welcomed new Committee members who had joined the meeting as observers on this occasion and looked forward to them joining the Committee in the new academic year.

Sheila Gupta
August 2011

The University of Edinburgh

Central Management Group

24 August 2011

Delegated Authorisation Schedule – Advice on Legally Imposed Settlements

Brief Description of Paper

This paper sets out suggested amendments to the Delegated Authorisation Schedule (DAS) to deal with payments imposed on the University by Employment Tribunals, Courts or other legal authorities and extra-judicial settlement of employment related disputes. It also suggests an amendment to update the Delegated Authority Schedule following the repeal of the Commissioners' Ordinance.

Action requested

The Committee is asked to consider the proposals and recommend approval of the revised DAS to Court.

Resource Implications

Are there any resource implications? None directly from this paper.

Equality and Diversity Implications

Are there any equality and diversity implications? All decisions are informed by relevant employment legislation with regard to equality and diversity.

Risk Assessment

The paper sets out guidance for managing risks for the University.

Freedom of Information

Can this paper be included in open business? No

For how long must the paper be withheld? Until the revisions to the Delegated Authorisation Schedule have been approved formally through the University's governance channels.

Originator of paper

Sheila Gupta
Director of Human Resources

The University of Edinburgh

Central Management Group

24 August 2011

Latin America Mission 2011



Brief description of the paper

In late July 2011 the Vice Principal International and the Director of the International Office visited Chile, Brazil and Mexico. The objectives of the visit were to progress agreements that were delivered by the Principal during his visit to South America; explore the potential for locating a University Office in the region; develop existing collaborations with front ranked institutions; identify opportunities for deepening our regional partnership and to connect with key funding and research agencies. The thematic areas for engagement for each nation were led by the new Global Academies with a focus on global health in Chile, environment and climate change in Brazil and global development in Mexico.

Action requested

For information

Resource implications

Does the paper have resource implications? No

Risk assessment

Does the paper include a risk analysis? No

Equality and diversity

Does the paper have equality and diversity implications? No

Freedom of information

Can this paper be included in open business? Yes

Originator of the paper

Alan Mackay, Director, International Office
Professor Hillier, Vice Principal International
22 August 2011

International Office

Latin America

Executive Summary

In late July the Vice Principal International and the Director of the International Office visited Chile, Brazil and Mexico. The objectives of the visit were to progress agreements that were delivered by the Principal during his visit to South America; explore the potential for locating a University Office in the region; develop existing collaborations with front ranked institutions; identify opportunities for deepening our regional partnership and to connect with key funding and research agencies. The thematic areas for engagement for each nation were led by the new Global Academies with a focus on global health in Chile, environment and climate change in Brazil and global development in Mexico. This model of engagement was particularly well received by all institutions and agencies visited who were keen to partner with our Academies and learn from Edinburgh's leadership in these areas.

Latin America

The rising role of Latin America in the new world order, the commitment to international engagement, expanding investment in education and research and the role it plays in addressing some of the world's most challenging issues across health, development and the environment presents a range of new opportunities for the University's engagement in the region. In climate change Latin American nations are among the most influential voices in the international debate and have a critical and complex role to play in relation to the developed world. Brazil is the world's largest ethanol producer and a leader in clean biofuel technologies with a major role to play in the transition to a global low carbon economy. Argentina and Chile have vital roles to play in preserving the environmental security of Antarctica not to mention the biological and mineral resources of the southern oceans.

In global health and development Latin American nations face challenges with over 200 million people still living in poverty and major issues relating to basic health services and access to them. Non communicable diseases also account for almost 70% of mortality in the region, much higher than other world regions, and an area where Edinburgh has leadership and expertise.

Chile

The visit to Chile was focused on global health at the **Universidad de Chile**. The University has a general institutional agreement with Universidad de Chile which was signed by the Principal during his visit. A very productive meeting was held with senior management within the School of Public Health, who lead the Latin American consortium in this area, to develop a new partnership with Edinburgh's Global Health Academy. Further visits in Santiago included the Chilean **National Council for Science and Technology CONICYT** to develop an agreement to enable leading Chilean scholars to undertake postgraduate studies at the University of Edinburgh. The Chilean government has dedicated US \$6 billion to fund students overseas at the world's leading universities. A meeting was held with the **British Council Chile**, the Director is an Edinburgh alumnus, and a private dinner was held in the evening with two other influential Edinburgh alums in Chile.

Brazil

The visit to Brazil was focused on Sao Paulo with climate change and the environment leading the agenda. Informative meetings were held across the city, beginning with **Banco Santander Brazil**. Over 50% of all Santander's global university agreements are with Brazilian universities, who are fully supporting the visit of students and staff from Edinburgh to Brazil from Hispanic Studies in October to spend time in Brazilian universities as part of the TOP Brazil programme. Santander Brazil is assisting with the internationalisation of Northern frontier universities in Brazil via 'Programa Amazonia 2020' and there are opportunities for engagement in this programme for the University.

In Sao Paulo meetings were also held with the Vice Rectors for International Affairs at the **Universidade de Sao Paulo (USP)** and the **Universidade estadual de Campinas (UNICAMP)**, two of Latin America's front ranked research universities with the latter commonly seen as 'Latin America's MIT'. Institutional agreements and joint workshops are being taken forward as a result of the discussions with senior delegations due to visit Edinburgh in the coming months. Meetings were also held with **Fundacao de Amparo a Pesquisa do Estado de Sao Paulo (FAPESP)**, the Sao Paulo State Research Council, which has resulted in a new direct cooperation agreement for funding research collaboration between institutions and agencies in Sao Paulo and the University of Edinburgh. FAPESP have a framework agreement with RCUK and are a key Brazilian agency in funding international collaboration. A private dinner was held with the **Director of UK Trade and Investment for Brazil and HMG for Sao Paulo**, John Doddrell, and the Director of the British Council Sao Paulo.

Mexico

The thematic area for the visit to Mexico was global development. High level meetings were held at the **Universidad Nacional Autonoma de Mexico (UNAM)**, the nations leading public university and one of the largest in Latin America, to discuss cooperation within our institutional agreement which was signed in 2010. Productive discussions were held with Climate Change and Atmospheric Sciences and the Institute for Biomedical Research. A senior UNAM delegation will now visit Edinburgh to expand our partnership, host joint workshops and cooperation across commercialisation and KT.

A meeting with senior officials of the **Consejo Nacional De Ciencia y Tecnologia (CONACyT)**, Mexico's National Council for Science and Technology, resulted in a commitment to strengthen CONACyT strategic partnership with Edinburgh to extend funding for post doctoral fellowships, PhD and Masters scholarships and a joint UK-Mexico knowledge transfer workshop facilitated by Edinburgh. In Mexico City meetings were also held with senior colleagues, facilitated by Dr Aspinwall from Politics and International Relations, at the **Centro de Investigacion y Docencia Economicas (CIDE)**, a centre of advanced research specialising in social sciences and widely respected as 'Latin America's LSE'. CIDE and the University's Academy of Government have agreed to cooperate and an institutional agreement with CIDE is now being progressed. A joint workshop is now planned for late 2011 with a senior delegation due to visit from CIDE to advance discussions for research and staff-student exchange.

A meeting with the CEO of the **Fundacion Mexicana Para La Education La Tecnologia y La Ciencia (FUNED)**, a private not for profit foundation providing scholarships for Mexico's next generation of leaders, will result in a agreement and stream of funded postgraduates from Mexico to Edinburgh with a particular focus on the humanities and social sciences. A private dinner was hosted with the **Director of the British Council Mexico** regarding our engagement with the region.

Next Steps

There are exciting opportunities for deepening and strengthening our forward engagement with front ranked institutions and agencies in Latin America. Latin America nations and institutions are influential partners for us in addressing and tackling some of the world's grand challenges across climate change, health and development. The International Office and Global Academies are now actively working with colleagues to progress discussions held during the visit, to organise joint workshops, deliver new institutional agreements and funding partnerships that will advance our strategic engagement with the region. Further exploration for a University presence in the Americas is underway and further visits are now planned to support greater collaboration and partnership with the region.

Vice Principal International Professor Hillier
Director, International Office, Alan Mackay

The University of Edinburgh

Central Management Group

24 August 2011

H

Fees Strategy Group: note of meeting of 22 June 2011

Brief description of the paper

Note of the meeting of the Fees Strategy Group of 22 June 2011. This includes recommendations to CMG on proposed tuition fees for 2011/12 and 2012/13. Appendix 3 contains an item agreed by Convener's action after the FSG meeting.

Action requested

Approve recommendations as set out at items 3, 4, 5, 6, 7, 9, and appendices 1, 2 and 3.

Resource implications

Does the paper have resource implications? Yes
This paper deals with fee setting for 2011/12 and 2012/13.

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 July 2011

The University of Edinburgh

Central Management Group

24 August 2011

Expenses Policy

I

Brief description of the paper

The paper contains the expenses policy to be included in the financial procedures. CMG is invited to comment and agree the paper.

Action requested

Members of CMG are invited to comment on the draft policy.

Risk assessment

Does the paper include a risk assessment? No

Equality and diversity

Does the paper have equality and diversity implications? No

Freedom of information

Can this paper be included in open business? No

Originators of the paper

Dr Kim Waldron

University Secretary

Elizabeth Welch

Assistant Director of Finance

The University of Edinburgh

Central Management Group

24 August 2011

J

Proposal to create a Personal Chair

Brief description of the paper

The College of Humanities and Social Science, in conjunction with the School of History, Classics and Archaeology wishes to establish a Personal *Senior Research Chair of History* at the University of Edinburgh.

This proposal is to create a Senior Research Chair in History, as a Personal Chair. The purpose of this appointment is primarily to lead some of the School's research and REF work as well as to contribute to development work for the Scottish Centre for Diaspora Studies. The intention is to reappoint Professor T.M. Devine OBE, FBA, the outgoing Professor of Scottish History who is leaving his current post in July 2011, to this new position. The position would be on a part-time basis, and for the period beginning on 1 January 2012 and ending on 31 July 2014, the main duties and time span of the position being linked to the calendar of REF.

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?

Investment from School's financial reserves.

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
27 June 2011

The University of Edinburgh

Central Management Group

24 August 2011

K

**Proposal to Establish a Chair of Computer Security in the
School of Informatics**

Brief description of the paper

An opportunity has arisen to strengthen a core area of Informatics, funded initially by the research pooling initiative in Informatics and Computer Science (SICSA- Scottish Informatics and Computer Science Alliance) and create a new Chair of Computer Security in the School of Informatics.

Action requested

For approval.

Resource implications

Does the paper have resource implications? Yes

The post will be funded for the first five years through SICSA thereafter costs will be met from the School budgets.

Risk assessment

No.

Equality and diversity

No.

Freedom of information

Can this paper be included in open business? Yes

Originator of the paper

Professor Nigel Brown, Head of the College of Science and Engineering
June 2011

Chair of Computer Security

The area of security is currently one of the most thriving in the computing science academic community and is also a key enabler of many of the large scale technological innovations that give impact to our academic work in computing. Without appropriate algorithms for security it would not be possible to have trustworthy methods for activities such as Internet commerce and few of the emerging methods of coordination and integration of computing systems on a global scale would be plausible. Although Informatics at Edinburgh does have a small group of researchers with expertise in security-related theory and systems, we do not have a focused security group. This leaves us at a disadvantage compared to comparator institutions in the UK (e.g. the Security group at Cambridge) and internationally (e.g. the Zurich Information Security Centre at ETH).

Having a high profile in security is more than an issue of academic comparability. This is an area that is of high industrial significance, so having a strong security presence gives a means of connecting to commercial activities and, through them, of leveraging applied research funding. The commitment of the computing industry to addressing this problem is evidenced by the prevalence of security groups in industrial research labs (e.g. the Security group at Microsoft Research in Cambridge). At a time when more funding is being channelled to areas of high industrial impact and when issues of information security are uppermost on government research agendas it makes good business sense to be strengthening this area in Edinburgh.